

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
SEPTEMBER 9, 2011 IN THE STATE ROOM

Present: President Knapp, Provost Lerman, Parliamentarian Charnovitz;
Deans Barratt, Dolling, Goldman, and Johnson; Professors Barnhill
Brand-Ballard, Castleberry, Cordes, Dickson, Fairfax, Galston,
Garris, Greenberg, Harrington, Helgert, Kessmann, Ku, Lipscomb,
McAleavey, Newcomer, Parsons, Price, Rehman, Simon, Williams,
Wilmarth, Wirtz, and Yezer

Absent: Registrar Amundson; Interim Dean Akman, Deans Berman, Brown,
Burke, Feuer, and Guthrie; Professors Casey, Hotez, and Shesser

V
KLAVEN

CALL TO ORDER

The meeting was called to order by President Knapp at 2:15 p.m. He noted that newly-elected and re-elected Senate members were introduced at the first meeting of the Senate session on May 6, 2011. He introduced Senator James Williams (GSEHD) who was not present at that meeting, as well as other newly-elected Senators -- Professors Brand-Ballard, Fairfax, Greenberg, Newcomer, and Price. In addition, the day before, GSEHD held an election to replace Senator Corry, who is on sabbatical during the fall semester. Professor Andrea Casey was elected to replace him during that time. [Professor Casey was not present at the meeting.]

IN MEMORIAM

Professor Rehman requested and was granted the privilege of the floor for Professor Vanessa Perry, Chair of the Marketing Department, so that she could read the Tribute to Salvatore F. Divita, Professor Emeritus of Marketing.

Professor McAleavey read the Tribute to Herman Hedberg Hobbs, Professor Emeritus of Physics (CCAS). The Tribute was prepared by William C. Parke, Professor of Physics.

The Tributes are included with these minutes.

APPROVAL OF THE MINUTES

The minutes of the meeting held on May 6, 2011 were approved as distributed.

RESOLUTION 11/1, "A RESOLUTION TO AMEND THE *FACULTY ORGANIZATION PLAN* TO PROVIDE REPRESENTATION FOR THE SCHOOL OF NURSING ON THE FACULTY SENATE AND THE FACULTY SENATE EXECUTIVE COMMITTEE"

Professor Arthur E. Wilmarth, Jr., Chair of the Committee on Professional Ethics and Academic Freedom, introduced the Resolution. Resolution 11/1 proposes amendments to the *Faculty Organization Plan* so that the School of Nursing (SON) will be represented on both the Senate and Senate Executive Committee effective May 1, 2012. Professor Wilmarth said that it is customary when a new School is created at the University to provide for such representation. This occurred with the creation of both the Elliott School of International Affairs (ESIA) and the School of Public Health and Health Services (SPHHS). These Schools were at first provided with one representative on the Senate and the Executive Committee. A second Senate representative was added later.

Professor Wilmarth moved a technical amendment to the Resolution in the fifth WHEREAS Clause, adding the word "tenured or" after the number 13, so that it would read, "13 tenured or tenure-accruing faculty members..." There were no objections to this amendment.

Professor Parsons said the question of representation on the Senate was of great concern to him, and had been for some time. He related his recollection that two years ago, the Senate considered this issue and the PEAFC Committee brought forward to the Senate a Resolution which would have increased the Senate representation of Columbian College (CCAS). The Resolution was discussed and ultimately it was tabled.

Professor Parsons said he thought the proposal described in Resolution 11/1 was unacceptable. He then distributed three charts which portrayed different scenarios for the number of Senate representatives for each school presently represented. What he described as the fairest distribution based upon proportional representation according to the number of tenured and tenure-track faculty members in each school appears in the third chart. Basically, three Senate representatives would be added for CCAS, one representative would be added for the School of Business (SB) and the School of Nursing, and the number of Senate representatives from the Graduate School of Education and Human Development would be reduced from three to two. Thus, the number of CCAS representatives would be 12, the SB would have four, the Law School, School of Engineering and Applied Science and the School of Medicine and Health Sciences would have three each. Further, GSEHD, ESIA and SPHHS would have two representatives each and the SON one. [Total=32] Professor Parsons moved this amendment and the motion was seconded.

Discussion followed between Professors Parsons, Simon, Garris, Ku, and Castleberry. Professor Simon questioned the depiction of faculty statistics reflected in the graphs distributed, pointing out that the School of Medicine and Health Sciences and the Medical Faculty Associates (MFA) currently have approximately 350 full-time faculty and SMHS is represented by three Senate seats. If proportionality is the issue, at least one additional seat should be added for the SMHS. Another issue also looms, because no one in the MFA has been granted tenure since 1985. As a result, within a few years, none of these full-time faculty will be represented in the Senate at all. This needs to be addressed. By contrast, the

SB with 127 faculty will, according to the amendment, have four seats. Professor Simon also said he did not think that equal or proportional Senate representation was the key question, as the decision was made long ago that the Senate would more closely follow the model of the United States Senate, rather than the House of Representatives.

Professor Garris said he did not agree one hundred percent with Professor Parsons' recollection of the events of two years ago when the PEAf resolution was tabled. He said at that time he was the Chair of the PEAf Committee, and the Committee had spent more than a semester, and probably closer to a year, investigating the question of Senate representation, at GW and other educational institutions. The Committee at that time concluded that GW's Faculty Senate as presently composed does not have the powers of a representative body like the U.S. Congress; it has the power to make recommendations to the University Administration. When GW's Senate comes to agreement about a particular matter, the Administration has traditionally respected its opinions because these represent a broad base of faculty consensus. Professor Garris said he thought that when the PEAf resolution was tabled, it was largely because there was a feeling that the current representation of schools in the Senate is fair, and maximizes the positive impact of the Senate's recommendations.

In looking at Faculty Senate representation at peer institutions, Professor Garris said the Committee found that there was no consistent method for determining representation. While Professor Parsons' proposal bases distributing Senate representation according to the number of tenured and tenure-accruing faculty members in each school, other institutions base membership on the amount of each school's sponsored research, or enrollment, not just on faculty counts. One conclusion that the PEAf Committee came to, as Professor Simon observed, was that the representation model of the Faculty Senate resembles that of the U.S. Senate where representatives have a more or less equal voice, rather than the House of Representatives, where proportional representation is the norm.

Professor Ku spoke in opposition to the amendment, saying he thought the original proposal to add representation on the Senate and the Executive Committee was a fairly simple, clean, and noncontroversial issue. Now that the SON is recognized as a school at the University, it should have Senate representation. He said he did not see why at this particular time it is necessary to introduce a more controversial issue, which reduces the representation of GSEHD and adds representation for CCAS. This may be a perfectly good proposal on its merits, and the matter of Senate representation should be addressed in the 2011-12 session. Professor Ku then suggested that the amendment be withdrawn and the matter be considered at another time.

Professor Castleberry spoke in opposition to the amendment. He noted that both the ESIA and the SPHHS originally were provided with one representative on the Senate and one on the Executive Committee. Because Executive Committee members cannot serve more than three consecutive years, and because neither school had a second representative who could be elected once the first Senate member became ineligible to continue, a second seat was added for the ESIA and later, for the SPHHS. This solved the problem of allowing the schools to go without Executive Committee representation until the lone Senator could become eligible again. Resolution 11/1 as submitted by the PEAf repeats the process utilized to provide for Senate representation for both the ESIA and SPHHS. The PEAf

Committee can in future bring a proposal for a second Senator for the SON to ensure continuity of membership on the Senate Executive Committee. Professor Castleberry said he very much agreed with Professor Garris and Professor Ku – the Senate is not the forum in which such an important matter should be negotiated as an amendment to a Resolution before it, particularly when accurate figures that actually represent proportional data are not provided. The larger issue is whether proportional representation by school is the desired outcome. The discussion should be conducted either in the PEAFF Committee, or in a special *ad hoc* committee to be formed in accordance with the PEAFF recommendation.

Professor Wilmarth spoke in opposition to the amendment and in support of the formation of a special *ad hoc* committee to consider senate representation. He said it was the judgment of the PEAFF Committee that it did not have sufficiently broad representation across the University to undertake this task. Professor Wilmarth said he did not think this issue would go away. He added that while he was not personally in favor of radical change, if the *ad hoc* committee included Professor Parsons and others with a keen interest in this issue, perhaps that group could come to a consensus on the matter with which the Senate could agree. This process will insure that strong views can be shared and opinions on all sides can be taken into account before a decision is reached.

Following up on these comments, President Knapp asked Professor Parsons if he was prepared to withdraw the amendment. Professor Parsons declined.

The question was called, and the Senate voted to end the discussion on the amendment. A vote was taken on the amendment, and the amendment failed.

Professor Parsons spoke to Resolution 11/1 as submitted, saying he thought it absolutely unfair. The Resolution should be rejected; adding one Senate representative for the new school without taking any away from schools that are overrepresented makes every other school less well represented, particularly CCAS, which is grossly underrepresented. The Resolution simply makes that situation worse.

Professor Barnhill said he understood the arguments raised by Professor Parsons but he thought that the SON should have at least one Senate and Executive Committee representative. He added that his support for the Resolution was given with the understanding that the Senate would seriously consider the concerns raised about overall representation. The Senate needs ultimately to get to the point where it has a formula for determining Senate representation rather than continuing to have a political debate each time about the process.

Professor Wirtz expressed strong support for the Resolution, saying it seemed to him that the discussion had focused on the question of whether a group that feels more disenfranchised than they think they should be should be given greater weight than a group that is not enfranchised at all. In other words, the SON has no representation. CCAS cannot make that claim.

There being no further discussion, a vote was taken, and Resolution 11/1, including the technical amendment made by Professor Wilmarth, was adopted. Two Senate members opposed the Resolution's adoption. (Resolution 11/1 is included with these minutes.)

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

UPDATE ON THE PARKING TRANSITION

Executive Vice President and Treasurer Louis Katz reported briefly on the relocation of campus parkers caused by the demolition of the University Parking Garage, which began in May. The parking transition began a month before in April, when faculty parking in the UPG and the Academic Center were relocated, largely to Fonger and Duques Halls. There is currently space available in these two buildings, which operate 24/7. The University has not had to institute attended parking at these locations, so that part of the transition has gone very well. There have been issues at the Marvin Center in connection with occasional and visitor parking and these have been addressed by directing occasional parkers to 1957 E Street and visitors to the Academic Center. There have also been issues where parking in the MFA building has been insufficient to meet demand, and these parkers have been directed to the Academic Center. Issues such as these are worked through on a regular basis when they arise.

Approximately 100 parkers have relocated to the Kennedy Center, fewer than planned for. Approximately 250 spaces are still available there. It appears that parkers who elected not to use this facility are either using public transportation or carpooling to get to campus. Efforts continue to encourage non-faculty parkers to use the Kennedy Center.

In general, the transition has been working very well. Where this process ends will begin with the completion of the new parking garage on G Street which is proceeding on schedule with a planned opening at the beginning of the 2012-13 academic year. More campus parking will be restored when the new Science and Engineering Hall (formerly the Science and Engineering Complex) is complete. EVPT Katz noted that two of his assistants were available at the meeting to answer any questions.

Professor Yezer said he had been under the impression that faculty parking in the Health and Wellness Center would not be affected by the parking transition. He was surprised to find that faculty parking there have all been moved out and that facility is now nearly vacant. Senior Associate Vice President for Operations Alicia Knight responded that faculty should not have been relocated from this parking facility. Staff parkers at this location have been relocated to create more occasional parking capacity, but the displacement of faculty parkers should not have occurred. SAVP Knight encouraged faculty members inadvertently relocated from this facility to contact her or Wendy Martino, Director of Business Process Management, so the issue could be resolved.

Professor Parsons said that his fears about how the transition would proceed proved to be largely unfounded, and that he had been pleasantly surprised by the ease of finding occasional parking on campus.

STATUS OF THE HUMAN RESOURCES OFFICE DURING 2011-12

Executive Vice President and Treasurer Louis Katz reported that Louis Lemieux, the University's Chief Human Resources Officer, resigned effective July 15. While EVPT Katz said he thought that Mr. Lemieux had made some very important hires within the HR Office, further improvements in HR functions are very much a work in progress.

A national search will be conducted to find Mr. Lemieux's replacement, and the University has retained the same search firm consulted before Dr. Reed, the new Vice Provost for Diversity and Inclusion, was hired. In addition, a Search Committee has been formed which includes Dr. Reed, Professor Chris Deering, Professor of Political Science, Tom Morrison, Senior Associate Dean at the Law School, Dave Steinour, GW's Chief Information Officer, and Mary Wallace, GW's Managing Director of Planning Assessment. The University hopes to fill this position by the end of this calendar year.

EVPT Katz made a list available of contact persons in HR by function for use by individuals with questions about HR issues (the list is included with these minutes).

Professor Wirtz noted that the faculty has had several bouts of problems with Human Resources recently, one being last year's change in health insurance providers. While there is a faculty member on the Search Committee, he said he thought that if a Senate member was not directly involved in this, then the Senate Executive Committee should actively monitor the process. Professor Castleberry said he hoped that a Senate representative would be appointed to the Search Committee. He suggested that Professor Gupta, Chair of the Appointment, Salary and Promotions Policy Committee and a member of the Benefits Advisory Committee, be part of the group.

Professor Wilmarth said he had heard from several colleagues whose primary physicians will not continue serving them because these providers will not participate in the United Health Care System. He added that he understood that UHC participants would be able to retain their own providers for a year and that there would not be widespread disruptions in service. EVPT Katz responded that it is the University's intention that people can continue with their existing physicians beyond one year; there is not a one-year limitation. Where faculty or staff want to continue using a physician who is not in the UHC network, a means of adding these providers to GW's own network has been developed. Individuals encountering issues like this should bring them to the attention of the Benefits Office. Provost Lerman confirmed there is no one-year limitation on providing for continuity of care by existing providers, adding that his understanding was that anyone seeing a physician in network in 2010 under a prior health care plan could request that this provider be added to this new network and the physician would not be obligated to accept the UHC network rates. In effect, the University is assuming the responsibility for compensating that physician at the prevailing rates they customarily charge.

Professor Galston said that as a member of the ASPP Committee and the Senate, she receives a good volume of e-mail and comments from Law School faculty and staff. She added that everyone has expressed appreciation for the new benefits call-back line, because the staff is patient in providing the information that callers need.

and Academic Freedom that included a recommendation that a Special Committee be established to consider the issue. He noted that the issue of Senate representation has been discussed both by the PEAFC Committee and the Executive Committee at least twice last year. It has not been possible to determine with any certainty the exact representation formula utilized when the Senate was formed. Research on this continues. The Executive Committee discussions have not progressed to the point where it is able to bring a recommendation to the Senate. Professor Castleberry said he thought that if the Executive Committee decides to move forward on this, it is probable that a Special Committee might be appointed that would include broad representation.

Professor Castleberry also made available at the meeting a report from the Senate Appointment, Salary and Promotion Policies Committee. The Committee met on September 2, 2011. Information provided to the Committee on the University's 2012 benefits was distributed at the meeting for the early information of faculty before the Open Enrollment season begins in October. (That information is included with these minutes, as is the Executive Committee Report.)

III. CHAIR'S REMARKS

President Knapp began by introducing one of the newest members of the University Administration, Dr. Terri Reid, who came to GW from Princeton in June to become the University's first Vice Provost for Diversity and Inclusion. President Knapp said he thought that she brings to that position a number of remarkable qualities, including a great deal of experience and strategic savvy and insight. Dr. Reid will be working very closely with the Council on Diversity and Inclusion which was established last year. The Council consists of faculty, students, and staff and provides a means of providing guidance and feedback to the University Administration from the broader community. The Council recently produced a Report on Diversity and Inclusion that includes a number of recommendations that Dr. Reid will be working on implementing in an orderly fashion.

President Knapp noted that the Freshman Convocation had been postponed until the following Sunday, September 11th, due to the threat posed by Hurricane Irene. The Convocation will be held in the Charles E. Smith Center. The event will be somewhat different this year as it will occur on the same day as the Third Annual Freshman Day of Service, which always coincides with the anniversary of the tragic events of September 11th ten years ago. The first Freshman Day of Service attracted 1,200 freshmen, and the second, approximately 2,000. This year, 2,300 are expected to pitch in on projects as various as painting schoolhouses to cleaning up parkland and streams. Faculty members, including Deans, will be involved in the Day's activities, as will University staff. President Knapp encouraged faculty members to attend the Convocation and participate in the Day of Service to the extent their schedules permit.

With respect to media reports of the threat of a terrorist attack on either New York or Washington D.C. described as specific, credible and unconfirmed, President Knapp said Darrell Darnell, the University's Associate Vice President for Safety and Security, was working very closely with both federal and local law enforcement on this. There is no sense that there is a specific target that has been identified either on the GW campus or in the larger capital region. Despite this, every precaution is being taken, and the University will

follow up on the President's message to the campus circulated earlier in the day. GW will also continue to update the campus community about developments, as appropriate, and the full emergency communication model the University has developed over many years will be utilized in the event that becomes necessary.

The President mentioned that *The Hatchet* had recently published articles concerning faculty and administrative salaries at the University. He asked the Provost to comment on these reports and clarify some of the issues raised.

Provost Lerman confirmed that there are some apples and oranges issues in the reports due to the comparative data sets used to compare faculty and administrative salaries at GW with those at other institutions. *The Hatchet* article on faculty salaries was based solely on private doctoral institutions, where salaries tend to be higher than at public doctoral institutions. The article on administrative salaries was based on all doctoral institutions, private and public. At public institutions, salaries tend to be lower than those at private institutions. So, two sets of salary comparisons were made, not surprisingly with different outcomes.

Provost Lerman reviewed several aspects of GW's approach to faculty salaries. These include his own participation in discussions with the Senate Committee on Appointment, Salary, and Promotion Policies, and the provision of a report to the Senate each year which provides this information. Several benchmarks are used in the salary determination process, the first being the longstanding goal of providing faculty salaries in three ranks [assistant, associate, and full professor] at or above the 80th American Association of University Professors (AAUP) percentile. That is a benchmark that the University has met and continues to meet. The second benchmark is that the average salaries for faculty in each School should not fall below the 60th AAUP percentile. All Schools meet this salary benchmark for full professors. There is one School that does not meet the benchmark for associate professor salaries, and two Schools where assistant professor salaries do not.

A third benchmark is a comparison of GW with its peer group -- a defined market-basket of fifteen Schools -- most of which tend to be large, private and urban universities. A comparison of GW's faculty salaries with those in the market-basket shows that GW is very close to the median in all three faculty ranks.

The good news is that GW's salaries are growing faster than those at other educational institutions in the U.S. Salaries have gone up steadily and GW has not had to resort to a salary freeze during the economic downturn. Since President Knapp arrived in 2007, the average salary for full professors has increased 14%. Associate professor salaries have increased on average more than 8%, and those of assistant professors more than 9%. It should be noted that average salaries can shift up or down for reasons completely unrelated to salaries paid to individuals. The averages are influenced by the composition of a particular group and if the relative ratio of higher to lower-paid faculty members shifts, this can affect the numbers. In addition to reporting each year, Provost Lerman said he would continue to monitor the salary issue from year by year. Provost Lerman said that if GW does fall behind in meeting the benchmarks, he would bring forward a recommendation to reallocate merit increases so that any gap could be closed.

With respect to senior administrative salaries, all of these are reviewed and approved at the level of the Board of Trustees. An independent outside firm also provides input into this process by providing data with respect to market-basket salaries for this group. Most of the data cited by *The Hatchet* was based on information contained in IRS 990 forms. Nonprofit institutions are required, among other things, to report compensation figures for their highest paid administrators. It takes something like two years before information on the 990 forms is made public for a given year. The information includes base salary, benefits, bonuses, and some forms of deferred compensation (in some cases), and it must be read carefully. *The Hatchet* article only included information about salaries.

Professor Barnhill asked if it would be possible to provide salary information in a way that would allow a comparison on consistent data for both faculty and administrative salaries. Provost Lerman said that, since faculty and AAUP data are based on salary alone, the information is comparable. For administrative compensation the picture is somewhat different. The responsibilities of senior administrators vary by institution and cannot easily be compared, even if the information was readily available, which it is not. A compilation of market-basket senior administrative salaries might be used to supply this information. Provost Lerman agreed to report back to the Senate about this.

IV. ANNUAL REPORTS OF SENATE STANDING COMMITTEES

The Report of the Committee on Professional Ethics and Academic Freedom was distributed with the agenda for the meeting. The Annual Report of the Senate Executive Committee is included with these minutes.

V. TRIBUTES TO RETIRING FACULTY WHO HAVE SERVED ON THE FACULTY SENATE

Professor McAleavey read a Tribute to Emmet Kennedy (CCAS), Professor Emeritus of History. The Tribute was prepared by Bill Becker, Professor of History and International Affairs and Chair of the Department of History. (The Tribute is included with these minutes.)

BRIEF STATEMENTS (AND QUESTIONS)

Professor Wirtz said he had read in *The Hatchet* that University Marshal Jill Kasle is retiring from that position, and there will not be a formal position of University Marshal in the future. He added that he thought the Marshal is an important part of academic ceremonies, as this individual publicly represents the GW faculty. Provost Lerman responded that current thinking is that GW would rotate the privilege of serving as Marshal by ceremony in the future, with distinguished faculty members filling the role of carrying the ceremonial mace and welcoming attendees to the gathering. This would not so much move away from a faculty-centric model, but toward a protocol where different people would have that honor at Convocation and at Commencement, the two key ceremonies.

Professor Yezer said he had read in *The Hatchet* that the development of a Strategic Plan was at the top of President Knapp's goals. He said he hoped that the Senate Executive

Committee would consider how the faculty, and specifically the Faculty Senate, might provide input into this effort. Professor Castleberry said that details about the process are still under discussion but he expected it would involve a member of the Faculty Senate once the effort gets underway. As a point of interest, President Knapp observed that it has been ten years since a Strategic Plan was last formulated, that plan being the Strategic Plan for Academic Excellence.

ADJOURNMENT

There being no further business before the Senate, the meeting was adjourned at 4:00 p.m.

Elizabeth A. Amundson

Elizabeth A. Amundson
Secretary

A Tribute to Salvatore F. Divita
Professor of Marketing

We are deeply saddened by the loss of Sal Divita, Professor Emeritus, who provided 45 years of distinguished service to the University. For over 40 years, Sal was the "heart and soul" of the GWU Marketing Department.

Professor Divita came to The George Washington University in 1965 as a Professorial Lecturer following a ten-year assignment at IBM. In 1970, he was appointed as Associate Professor and in 1974 he was granted tenure. He was appointed Professor in 1978. Since then, Sal was a devoted teacher, advisor and mentor to many students, as well as a highly-valued and well-respected colleague.

When one thinks of Sal's career as an academic, two words come to mind -- passion and perseverance. Over the years, his Personal Selling and Sales Management course grew very popular as the word of the importance of selling skills spread amongst marketing and non marketing students alike. His innovative "sales lab" required students to give a number of taped sales presentations for which they received diagnostic feedback. For many years, the final 'capstone' class in the marketing program was Sal's Marketing Strategy course. His students and colleagues remember Sal holding his pipe, asking provocative questions and offering his insights.

If awards were to be given to the GW faculty member who spent the most hours meeting with students, Sal Divita would have run out of space at work and at home for all the certificates. Day in and day out he spent hours counseling students. He got to know his students well and provided much insight on course and career direction.

Throughout his career and retirement, Sal maintained contacts with a host of former students. When GW faculty or administrators travel abroad and have a chance to visit with alumni, invariably, they ask about Dr. Divita. Sal was undoubtedly a GWU "institution."

Sal Divita's contributions as a scholar were focused on the importance of personality and value systems in marketing practice and consumer behavior. He taught countless seminars with MBAs and alumni on topics tied to personal marketing. For a five year period, Sal wrote a monthly column for the AMA's Marketing News, bringing together personal marketing with marketing decision making.

Over the years, Professor Divita published many articles, collaborated on text books, presented at conferences, and served on the editorial board of the American Marketing Association's Journal of Marketing. He was past president of the Washington, D.C. Chapter of the AMA and past President of the DC Chapter of Sales and Marketing Executives. He was the keynote speaker at a number of conferences, AMA chapters across the country, including major sessions at the annual Collegiate AMA International Conferences. Not only were his sessions on career planning and personal marketing

attended by hundreds of student AMA members, he mentored alumni and junior faculty members alike throughout his years at GWU.

Early in his GWU career, Sal was appointed as the School's Associate Dean for External Affairs. (Sal has joked that this was a much more suitable job for him than being the Dean of "Internal Affairs"). He directed our Continuing Education area, devising seminars, short courses and programs for business and government practitioners, such as the "mini Marketing MBA" for officials at federal regulatory agencies.

Professor Divita also served as the Chair of the Business Administration Department, as Director of the Marketing Program and as Chair of the Department of Marketing. He was the Chair of the Appointment, Promotion, and Tenure Committee, Chair of the Committee on Advising, and the School's representative on the University Senate for eleven years. He also served on the Senate Executive Committee for four years. Professor Divita served as Acting Chair of the Senate Committee on University Development and Resources, and as a member of that Committee for three years. He chaired the Committee on Fiscal Planning and Budgeting for two years, the Student Financial Aid Committee for one year, and Physical Facilities Committee for two years. He also served as a member of the Committee on Alumni Affairs for two years. He was a member of its Commencement Committee, a member of the Career Services Joint Committee, and was the School Marshal. His presence, in his Crimson gown, was always a special part of each graduation ceremony.

Concurrently Sal was active in his community as a member of several organizations including the US Chamber of Commerce, the Rockville Chamber of Commerce, and was on the Board of Directors of the Boys and Girls Clubs of Greater Washington. He was a past president of the Country Place Citizens' Association, past president of St. Raphael's Church Council and still found the time to serve as a consultant to many large and small companies and associations.

During a tribute at Sal's retirement party, our colleague Professor Robert Dyer remarked: "How do you replace a guy like that?" The Marketing Department and the School of Business will truly miss Professor Sal Divita. He was an extraordinary teacher, mentor, administrator, colleague and friend.

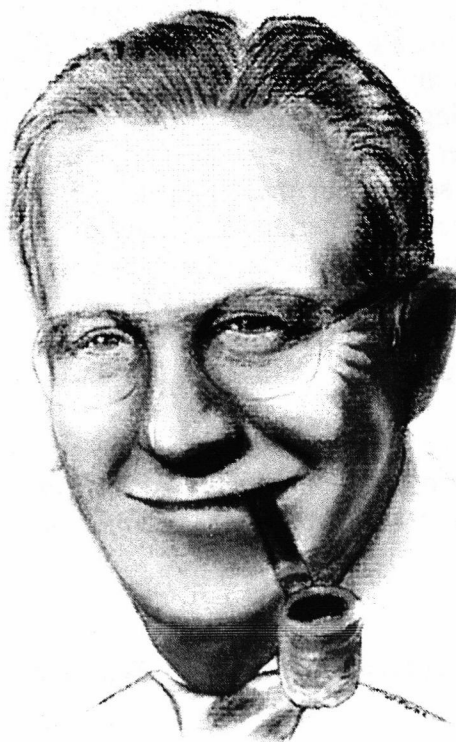
Read into the record of the Faculty Senate meeting, September 9, 2011

Emeritus Professor of Physics Herman H. Hobbs

Distinguished and Emeritus Professor of Physics, Herman Hedberg Hobbs, passed away on Monday, June 13th, 2011. He retired in June, 1993, after teaching at GW for forty years.

Professor Hobbs epitomized a professor's professor: He maintained a deep understanding of his field, freely shared his wisdom and knowledge, and genuinely cared for the education and welfare of his students. He held a high but achievable standard and encouraged those who wished to develop their own ideas. He could give a highly technical lecture on solid-state physics, and he could generate applause from 400 awe-struck astronomy students; applause for delivering ideas, principles, and examples with startling clarity; applause for his humor and instructive story-telling; applause for his engagement with his audience; applause for unveiling the joy of learning.

Insisting on showing his students the real nature of the universe, Herman avoided artificial art-forms. Instead, he employed 'live' demonstrations and physical instruments to reveal a special property or a general principle. His was a classical pedagogy. Humans deeply respond to direct interaction and long remember the impressions of first-hand experience. Herman skillfully drew from these human traits to impart his subject. Thousands of his past students over a span of 34 years revere "Professor Hobbs" with a respect born from his careful truth telling and his truthful caring.



Herman Hedberg Hobbs

Pastel by W.C. Parke, 1993

Herman Hedberg Hobbs was born in Dallas Texas on June 25th, 1927. After serving at the end of World War II with the Army Air Force, he married Joyce Pritchett in 1948. They remained devoted to each other to the end of his life. Wishing for a career which would allow him to explore the practical and technical world around him, he enrolled at The George Washington University, majoring in physics. The GW Physics Department at the time had both theoretical and practical resources: Resident was the theorist George Gamow, developer of the big bang theory of the universe, and Thomas Benjamin Brown, long standing Chair and expert in teaching experimental physics. Herman was awarded a Bachelor of Science in Physics in 1953 and a Master of Science in 1955, both at GW, while earning a living as a physicist at the National Bureau of Standards. Attracted to the University of Virginia by the renowned experimentalist and Department Chair Jesse Beams, he became a resident fellow there, and gained his Doctoral Degree in Physics in 1958, under the direction of Professor Nicholas Cabrera. He returned to

GW in 1959 to join the physics faculty as an Associate Professor, and then became Professor and Chairman of the Physics Department in 1960, serving in that capacity for ten years. His colleagues considered him a fine example of a southern gentleman scholar, having sage advice and gentle encouragement.

Through the years, Professor Hobbs taught over 15,000 students in such diverse fields as quantum physics, solid-state physics, and astronomy. He astounded his colleagues by remembering a good fraction of the names of over 400 students per class he attracted to his astronomy lectures. In 1986, he received the Columbian College Award for Excellence in Teaching. During his career here, he continued active and funded research in the area of metal-whisker crystal growth. In the meantime, his considerable reasoning powers were called upon while serving on the Graduate Council and the Research Committee, as well as acting as chairman of numerous University committees. His special talks for the Alumni Association have been recognized by two Service Awards and four Certificates of Appreciation. He served four years on the Faculty Senate (1964-65, 1971-72, 1972-73, and 1974-75), and was a member of the Senate's Educational Policy Committee for one year and the Physical Facilities Committee for eight years.

Professor Hobbs' love of life, learning and do-it-yourself philosophy continued into his retirement, including building a hanger for his airplane, playing classical guitar for his friends, and then taking them to observe the stars and to wonder about the heavens.

— tribute provided by Professor W.C. Parke, Department of Physics

**A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN TO
PROVIDE REPRESENTATION FOR THE SCHOOL OF NURSING ON THE
FACULTY SENATE AND THE FACULTY SENATE EXECUTIVE
COMMITTEE (11/1)**

WHEREAS, Article III, Section 2(a)(3) of the Faculty Organization Plan currently provides for representation on the Faculty Senate from the following eight Schools: the Columbian College of Arts and Sciences, the Elliott School of International Affairs, the Graduate School of Education and Human Development, the Law School, the School of Business, the School of Engineering and Applied Science, the School of Medicine and Health Sciences, and the School of Public Health and Health Services; and

WHEREAS, Article III, Section 5(b) of the Faculty Organization Plan currently provides that the Faculty Senate Executive Committee consists of eight faculty members elected by the Faculty Senate, including one member from each of the foregoing Schools;

WHEREAS, the University recently created a new School of Nursing ("SON"), and SON should be assigned representation on the Faculty Senate and the Faculty Senate Executive Committee;

WHEREAS, SON is beginning the second year of its operation and is working to achieve compliance with Article I.B.1. of the Faculty Code; and

WHEREAS, SON has reported that it currently has 13 tenured or tenure-accruing faculty members, representing 72% of the 18 regular, active-status members of its faculty; and

WHEREAS, SON currently does not have any non-administrative tenured faculty members who are eligible to serve on the Faculty Senate under Article III, Section 2(a)(3) of the Faculty Organization Plan, but SON expects to have in place one or more non-administrative tenured faculty members who would be eligible to serve on the Faculty Senate beginning with the 2012-2013 session; and

WHEREAS, in view of the current stage of SON's development, SON should be assigned one representative on the Faculty Senate and one representative on the Faculty Senate Executive Committee, with such representation to take effect beginning with the 2012-2013 session; **NOW, THEREFORE,**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE
WASHINGTON UNIVERSITY**

- (1) That the first sentence of Article III, Section 2(a)(3) of the Faculty Organization Plan be amended to read as follows, with such amendment to take effect commencing with the 2012-2013 session of the Faculty Senate:

“The faculty members of the Senate shall be elected by and from their faculties as follows: the Columbian College of Arts and Sciences, nine; the Graduate School of Education and Human Development, Law School, School of Business, School of Engineering and Applied Science, and School of Medicine and Health Sciences, three each; the Elliott School of International Affairs and the School of Public Health and Health Services, two each; and the School of Nursing, one.”

- (2) That the first four sentences of Article III, Section 5(b) of the Faculty Organization Plan be amended to read as follows, with such amendment to take effect commencing with the 2012-2013 session of the Faculty Senate:

“The Executive Committee shall consist of nine faculty members of the Senate and the President ex officio. The following nine schools shall have one representative each on the Executive Committee: the Columbian College of Arts and Sciences, the Elliott School of International Affairs, the Graduate School of Education and Human Development, the Law School, the School of Business, the School of Engineering and Applied Science, the School of Medicine and Health Sciences, the School of Nursing, and the School of Public Health and Health Services. Any faculty member of the Senate shall be eligible to be elected to the Executive Committee. The Chairman shall be elected first by the Senate; and the Senate shall thereafter elect the other eight elective members of the Executive Committee, subject to the restriction that the Executive Committee may not include two or more members who have been elected to the Senate by the same school or faculty group.”

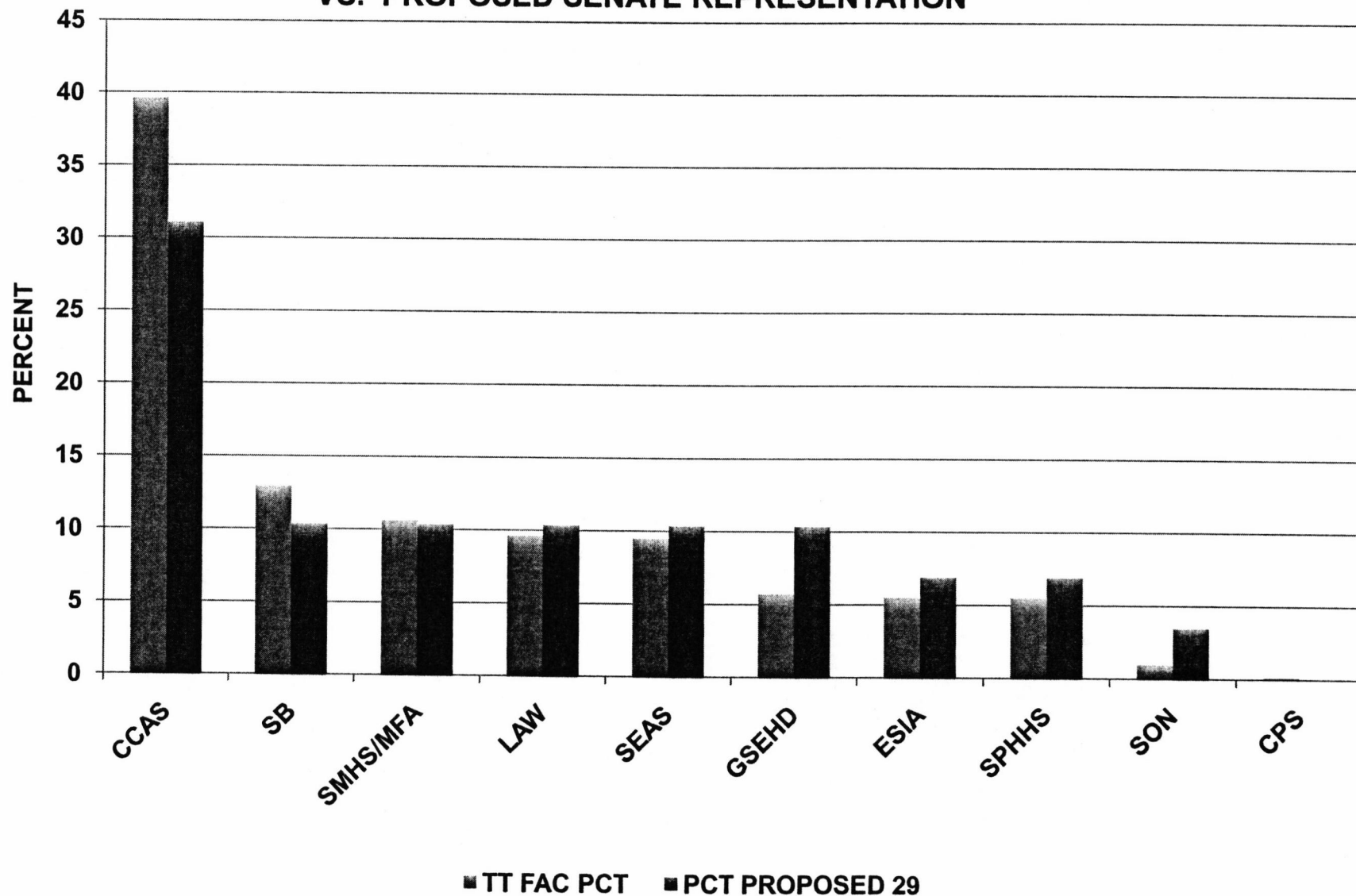
- (3) That the President, as Chairman of the Faculty Assembly, is petitioned to place on the agenda of the Faculty Assembly at its meeting on October 4, 2011, the foregoing proposed amendments to the Faculty Organization Plan.

- (4) That, upon approval by the Faculty Assembly, the President is requested to forward the foregoing proposed amendments to the Faculty Organization Plan for final approval by the Board of Trustees as soon as conveniently possible.

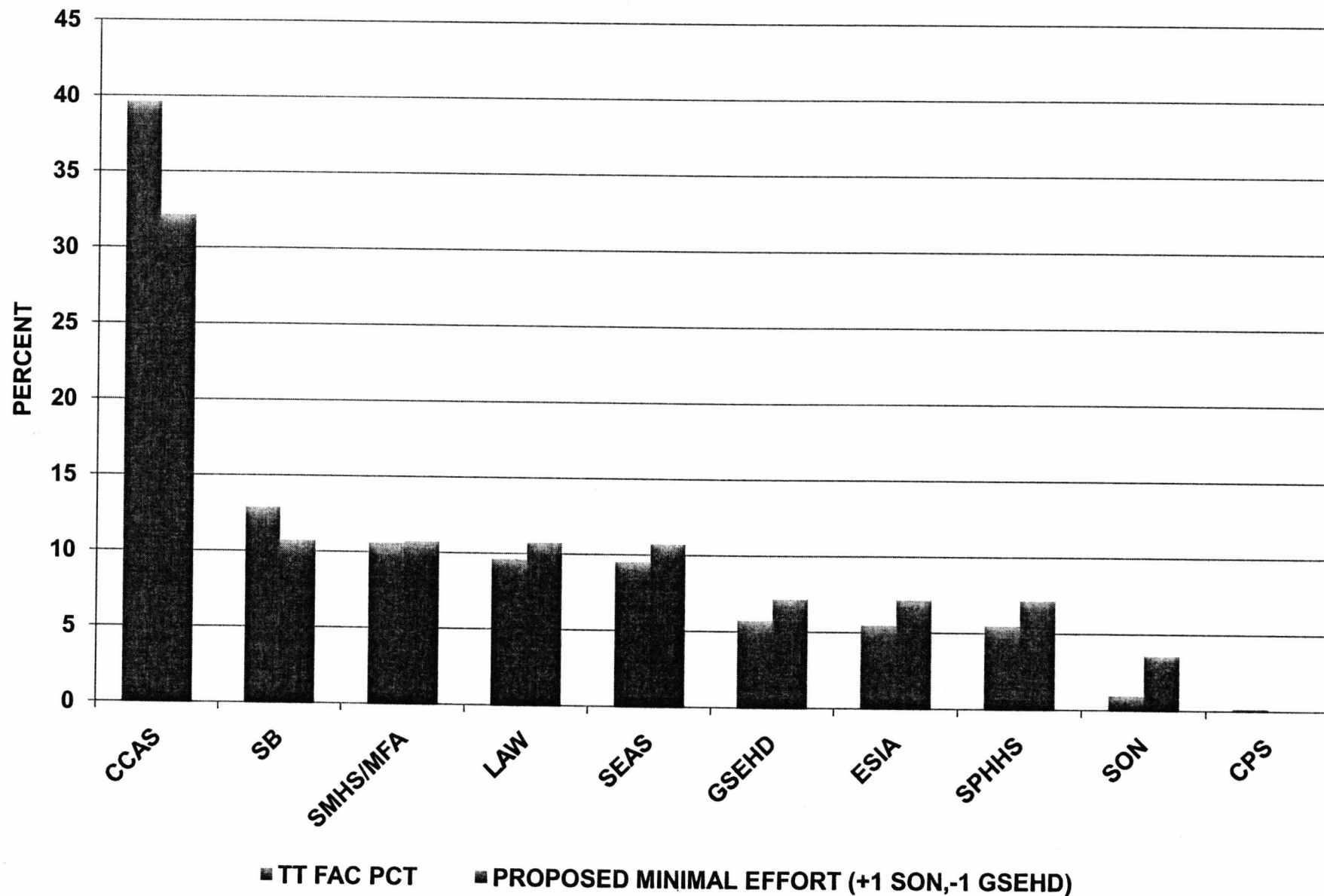
Faculty Senate Committee on Professional Ethics and Academic Freedom
August 24, 2011

Adopted, as amended, September 9, 2011

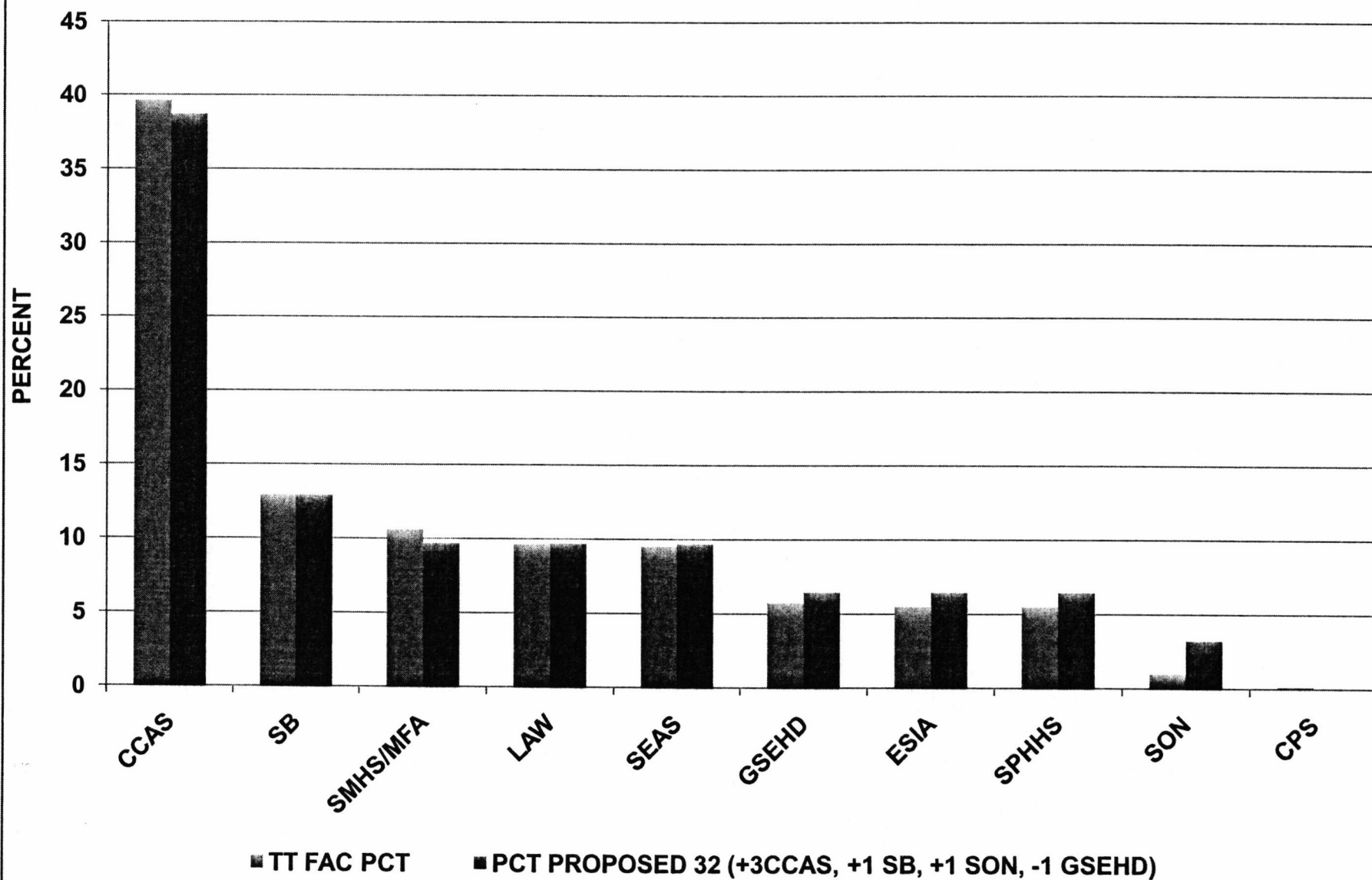
COMPARISON TENURED-TENURE TRACK FACULTY VS. PROPOSED SENATE REPRESENTATION



TENURED/TT FACULTY VS SENATE REPRESENTATION **MINIMAL EQUITY +1 SON, -1 GSEHD**



TENURED/TT FACULTY AND REPRESENTATION BY COLLEGE AND MORE EQUITABLE SENATE VOTING SCHEME (32)

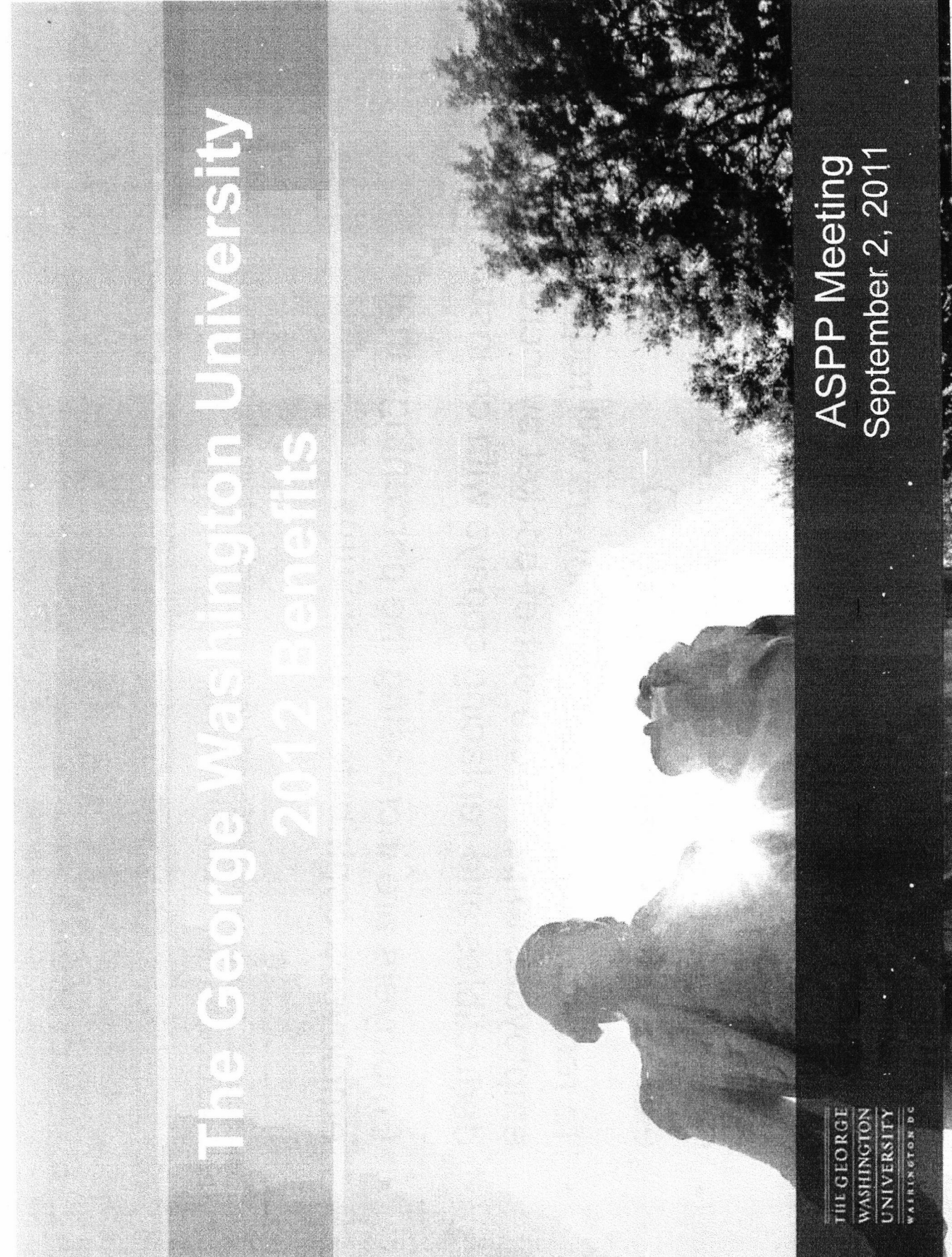


HR CONTACTS

If you or your staff need to contact HR, please refer to the following contacts:

- Client Services -- Elaine Gill at egill@gwu.edu / 202-994-6216
- Colonial Community and HR Communications -- Erica Hayton at ebush@gwu.edu / 202-994-5149
- Employee/Labor Relations -- lgreen2@gwu.edu / 202-994-6216
- Equal Employment Opportunity & HR Policy Compliance -- Lydia Martinez at lydiam@gwu.edu / 202-994-9633 or eeo@gwu.edu
- HR Information Systems (I9, Banner Support, Employment Verification, University Directory) -- hريس@gwu.edu / 703-726-3679
- HR Operations/Faculty & Staff Service Center -- Tanya Bell at tkbell@gwu.edu / 202-994-9637
- Staff Learning and Development -- Sara Melita at smelita@gwu.edu / 202-994-7449 or askslid@gwu.edu
- Staff Recruitment -- gwujobs@gwu.edu / 202-994-9600
- Total Rewards (Benefits/Compensation) -- Teresa Wolken at twolken@gwu.edu / 703-726-8283 or comp@gwu.edu

Additional information can be found at: www.gwu.edu/hr



The George Washington University 2012 Benefits

ASPP Meeting
September 2, 2011

THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON DC

The National Trend

- Growth in employee health care benefits for 2012 is expected to average 8.5% (7-10%)
- To reduce medical costs, employers will require employees to pay more out-of-pocket by increasing deductibles and replacing copays with co-insurance
- Employers are increasing the percentage that employees contribute to premiums

Data Sources: PricewaterhouseCoopers' Health Research Institute, Mercer Consulting, National Business Group on Health (June 2011 Survey)

GW Trend

- In 2012, GW medical costs are expected to increase, on average, by 6.8%
- No changes will be made to deductibles, copays, co-insurance, or plan designs
- No change to percentage of contributions

Top Six Cost Drivers

U.S.* (In order by total cost)	GW (Not in cost order, changes each year)
Heart Conditions	Circulatory
Trauma-related disorders	Digestive
Cancer	Cancer
Mental disorders	Mental Health/Depression
Osteoarthritis and other joint disorders	Musculoskeletal/Osteoarthritis
COPD, asthma	Pregnancy & newborn expenses (#11 nationally)

* Based on report from the Department of Health & Human Services

New for 2012

- Introducing Health Advocate
 - Helps individuals better navigate the healthcare system and make informed choices
 - No cost to employee
 - Available to all benefit eligible employees, their spouse/DP, Children, Parents, Parents-in law
 - Available 24/7; unlimited calls
 - Do not need to participate in GW plan to access benefit

Any Changes?

- Medical
 - No plan changes
 - Extended network - continues
 - Increases to employee premiums
- Dental
 - No plan changes
 - Additional cleaning based on certain medical conditions
 - Increases to employee premiums – on average, 2.3%

Any Changes? Cont'd

- The following benefit plans continue to be offered in 2012, with no change to the vendors, rates or plan design:
 - UHC Voluntary Vision Plan
 - Caremark Prescription Drug Plan
 - Unum Life and Accidental Death and Dismemberment (AD&D) Insurance Plans
 - Unum Voluntary Short Term Disability (VSTD)
 - GW Paid Short Term Disability (STD)
 - Unum Long Term Disability (LTD) & Buy-Up
 - PayFlex Health Care and Dependent Day Care Flexible Spending Accounts (FSAs)
 - Legal Resources

Contribution Increase

- Medical and RX premiums
 - Full time faculty/staff – salary over \$30,000

	2011			2012			Dollar Change			% Change		
	Monthly Cost	EE Contrib.	GW Contrib.	Monthly Cost	EE Contrib.	GW Contrib.	EE	GW	Total Cost	EE	GW	Total Cost

CHOICE PLUS BLUE

EE	\$332.47	\$66.49	\$265.97	\$340.53	\$68.11	\$272.42	\$1.61	\$6.45	\$8.07	2.4%	2.4%	2.4%
EE+1	\$631.69	\$221.09	\$410.60	\$647.01	\$226.45	\$420.56	\$5.36	\$9.96	\$15.32	2.4%	2.4%	2.4%
Family	\$1,030.64	\$360.72	\$669.92	\$1,055.64	\$369.47	\$686.17	\$8.75	\$16.25	\$25.00	2.4%	2.4%	2.4%

CHOICE PLUS BUFF

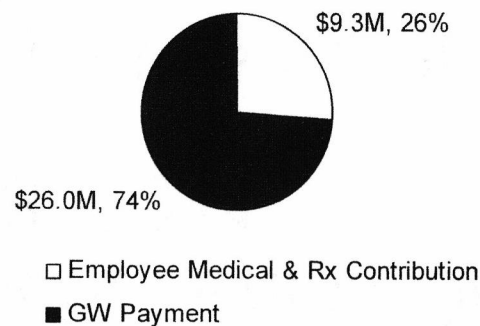
EE	\$444.02	\$104.22	\$339.80	\$485.03	\$113.85	\$371.19	\$9.63	\$31.39	\$41.01	9.2%	9.2%	9.2%
EE+1	\$843.63	\$297.03	\$546.61	\$921.56	\$324.46	\$597.10	\$27.44	\$50.49	\$77.93	9.2%	9.2%	9.2%
Family	\$1,376.47	\$484.62	\$891.84	\$1,503.61	\$529.39	\$974.22	\$44.76	\$82.38	\$127.14	9.2%	9.2%	9.2%

CHOICE

EE	\$593.94	\$128.39	\$465.55	\$683.32	\$147.71	\$535.62	\$19.32	\$70.06	\$89.38	15.0%	15.0%	15.0%
EE+1	\$1,128.48	\$394.97	\$733.51	\$1,298.32	\$454.41	\$843.91	\$59.44	\$110.39	\$169.83	15.0%	15.0%	15.0%
Family	\$1,841.21	\$644.42	\$1,196.78	\$2,118.30	\$741.40	\$1,376.89	\$96.98	\$180.11	\$277.09	15.0%	15.0%	15.0%

Cost Sharing

- Medical cost shared equally
 - Employee medical premiums – overall increase 6.8%
 - GW contribution – increase 6.8%
- Total cost share for health and welfare benefits including medical, prescription drug, disability, life/AD&D, EAP, etc:

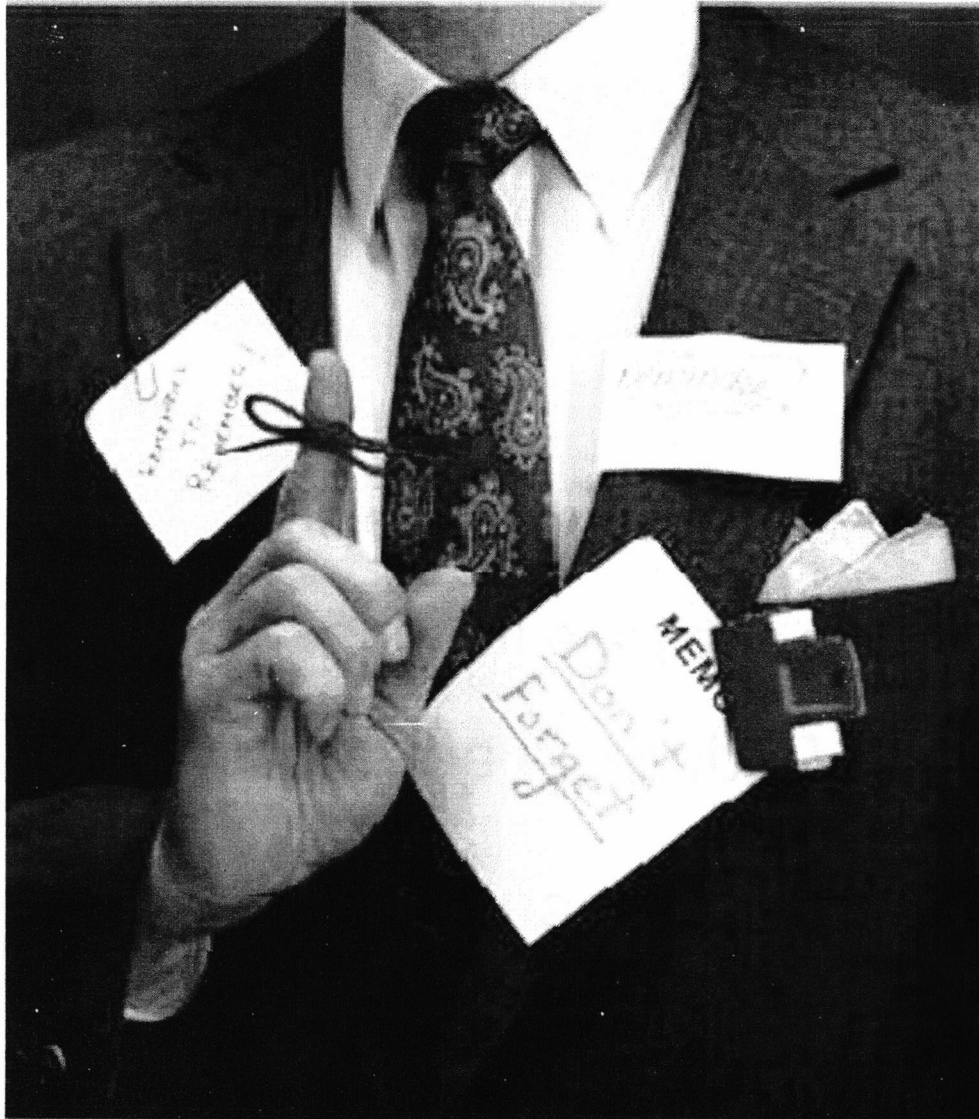


Open Enrollment

- Open Enrollment begins October 10 and ends October 28, 2011
- All changes effective for 2012 plan year
 - To participate in Flexible Spending Accounts (FSAs) must enroll during OE
 - All other elections will rollover to 2012
 - Medical, dental, life/AD&D insurance, disability

Open Enrollment cont'd

- Enrollment System
www.benedetails.gwu.edu/openenrollment
- Encourage all employees to review elections
 - Confirm elections still meet individual/family needs
 - Review beneficiaries to ensure current



Don't forget:

to review your elections
&
keep a copy of your
confirmation statement

Open Enrollment cont'd

- Communications
 - Announcement infomail/self mailer
 - Postcard (home)
 - Posters (distribute/post on campus)
 - Infomail reminders

Open Enrollment cont'd

- Resources
 - 2012 Benefits Guide (online)
 - Open Enrollment Webpage
 - www.financeoffice.gwu.edu/benefits
 - Call Center – 1(888)4GWUBEN
 - Extended hours – 9:00 am – 8:00 pm ET
 - October 3rd through duration of OE

Open Enrollment Benefit Fairs

Foggy Bottom	Thursday, October 13 10am – 4pm Marvin Center, Continental Ballroom
Virginia Science & Technology	Thursday, October 20 10am – 2pm Enterprise Hall, Dining Room
Foggy Bottom	Monday, October 24 10am – 4pm Marvin Center, 3 rd Floor (Includes Work Life Fair with Colonial Community)

Free biometric screenings at all fairs!

Questions?

Teresa Wolken
703-726-8283
twolken@gwu.edu

Jennifer Lopez
703-726-8324
lopezj@gwu.edu

ANNUAL REPORT
OF
THE EXECUTIVE COMMITTEE OF THE FACULTY SENATE
2010-11 SESSION

During the 2010-2011 session the Executive Committee established the agenda for eight regular meetings of the Faculty Senate. A special meeting was held on May 12, 2010.

The Faculty Senate considered four resolutions. Three were adopted without emendation, and one was adopted as amended. The administration's response to the resolutions is attached to this report. The resolutions are briefly summarized below.

FACULTY SENATE RESOLUTIONS

Resolution 10/1, "A Resolution Presenting Recommendations on the Proposal For a New School of Nursing"

By way of background, at the Senate meeting on April 9, 2010, the Faculty Senate was presented with a report by the Special Committee on the Proposed School of Nursing (SON). Appointed by the Executive Committee and chaired by Professor Edward Cherian, the Committee was asked to review the proposal to establish a School of Nursing and to provide their response and recommendations to the Faculty Senate. In Resolution 09/5 and the accompanying Report, the Committee advised the Senate that the proposal, received on February 26, did not have sufficient supporting information that would enable it to make an informed recommendation. It also requested that the Special Committee be provided with information that would include a strategic and financial plan.

The resolution further recommended that no further action be taken regarding approval until the Senate was given the opportunity to consider the comprehensive plan and provide sound, well-informed recommendations to the Administration and the Board of Trustees.

Subsequent to this action of the Faculty Senate, the Special Committee was provided with additional materials by Senior Associate Dean Jean Johnson. Further discussions and work on the proposal followed. Resolution 10/1, presented by the Committee, was considered by the Senate at a special meeting held on May 12, 2010. The Resolution expressed the Senate's support for the establishment of a School of Nursing conditional upon several understandings:

(a) That at least three tenured faculty members who are not academic administrative officials would be appointed by the faculty of the SON by August 31, 2011; (b) that at least 75% of the regular, active-status faculty of the SON would hold tenured or tenure-accruing appointments by August 31, 2014; (c) that, by August 31, 2010, the Dean of the SON would submit a supplemental memorandum to the Faculty Senate Special Committee on the Proposed SON which would address in sufficient detail the remaining concerns specified in

the Special Committee's Report dated May 3, 2010 attached to the Resolution as Appendix A. And further, that the Faculty Senate's support for the SON expressed in Resolution 10/1 is contingent upon final approval of the amendment to the asterisked footnote on page 18 of the *Faculty Code* proposed in Resolution 09/3, adopted by the Faculty Senate on March 12, 2010, so that said footnote would not apply to the SON.

Resolution 10/1 was adopted by the Faculty Senate at the special meeting on May 12, 2010 and forwarded immediately to the Administration. The Resolution was approved by the Board of Trustees on May 14, 2010. (Resolution 10/1 is attached.)

Resolution 10/2, "A Resolution on Faculty and Staff Compensation Increases and Compensation Policy"

Presented by the Fiscal Planning and Budgeting Committee the Resolution commended the University Administration and the Board of Trustees for the decision to continue its past policy for a 4% merit pool in the budget for Fiscal Year 2010 and strongly urged the Administration and the Board to provide for a 4% merit pool in the budget for Fiscal Year 2011. subject to the University continuing to maintain its strong current financial position.

The resolution was not discussed by the Administration and members of the Board's Finance Committee, with the Committee concluding that a three percent increase for FY 2011 was consistent with prevailing economic and market conditions. (Resolution 10/2 is attached).

Resolution 10/3, "A Resolution to Request Additional Information on the Budgetary and Financial Implications of the Proposed Science and Engineering Complex"

Introduced by the Faculty Senate's Committee on Fiscal Planning and Budgeting, the resolution requests that, if there is a University commitment to construct the SEC building, the Administration provide for continued, frequent, regularly scheduled reports to the Faculty Senate and meetings with a Special Committee of the Senate on the financial and budgetary impact of the SEC building including: (1) The direct costs of construction, as well as related costs associated with furnishing, operating and staffing the SEC building, together with the replacement costs of parking facilities; (2) The status of fundraising for philanthropic contributions to meet the goal of \$100 million; and (3) The status of additional Federally funded research activity that will produce new debt-service related cost recoveries of \$9 million per year; and (4) Any other options or plans under consideration to finance the direct and related costs of the SEC building. (5) A risk and contingency analysis for funding the construction and operating costs of the SEC building, including an explanation in detail of how potential future shortfalls in sponsored research revenue or philanthropic contributions or potential increases in costs will be funded.

Resolution 10/3 was adopted as amended by the Senate. The Administration agreed to provide the requested additional information to the Senate. (Resolution 10/3 is attached)

Resolution 10/4, "A Resolution to Clarify the Procedures Governing Awards of Emeritus Status to Retiring Faculty"

Prepared by the Committee on Professional Ethics and Academic Freedom, Resolution 10/4 recommended that Article VII.B. of the *Faculty Code* be amended so that faculty recommendations to confer emeritus status are treated as appointments.

Resolution 10/4 was adopted by the Senate at its meeting on April 8, 2011, and forwarded immediately to the Administration. Because Resolution 10/4 calls for an amendment to the *Faculty Code*, it required action by the Board of Trustees. The Board approved the Resolution at its meeting on May 13, 2011. (Resolution 10/4 is attached).

REPORTS

The Executive Committee arranged for the presentation of nine reports to the Faculty Senate. These included:

Two Updates from the Innovation Task Force (Associate Vice President Lenn), A Report on Noncompliance with the Faculty Code by the School of Public Health and Health Services (Joint Senate Subcommittee of Professional Ethics and Academic Freedom and Fiscal Planning Budgeting), a Report on the Proposed School of Nursing memorandum from Dean Johnson (received August 24, 2010 by the Special Committee on the Proposed SON), A Report on summer activity by the Chair of the Special Ad Hoc Committee on Financial and Operational Planning for the Science and Engineering Complex, An Update on Human Resources (Chief Human Resources Officer Louis Lemieux), a Report on Fiscal Planning and Budgeting Committee Activities (Professor Cordes, Chair), An Update on Core Indicators of Academic Excellence (Provost Lerman), and An Update on University Parking Transition Issues (Associate Vice President O'Neil Knight).

In addition, the Executive Committee continued a process it instituted during the 2001-2002 session of presentation of School status reports by the Deans. Accordingly, the Senate received reports from: the School of Business (Dean Doug Guthrie), the Graduate School of Education and Human Development (Dean Michael J. Feuer) and the School of Public Health and Health Services (Dean Lynn Goldman).

Chairman of GW's Board of Trustees W. Russell Ramsey accepted the Senate's invitation to address the Faculty Senate at its meeting on February 11th.

PERSONNEL MATTERS

Grievances

No grievances were received during the 2010-11 session.

Nonconcurrences

The Executive Committee received a nonconcurrence with a faculty promotion and tenure recommendation originating in the School of Engineering and Applied Science. The Executive Committee reviewed the matter and recommended that the Dean withdraw his nonconcurrence with the faculty recommendation in the case. The Dean did not withdraw his nonconcurrence and the Department elected to forward the matter to President Knapp. The President decided to extend the tenure clock for the faculty member and make a determination in one year.

Respectfully submitted,

Michael S. Castleberry, Chair
Faculty Senate Executive Committee

Members of the Executive Committee:

Brian L. Biles
Bruce Dickson
Miriam Galston
Charles A. Garris, Jr.
Diana E. Johnson
Gary L. Simon
Philip W. Wirtz
Steven Knapp, President (*ex officio*)

Tribute to R. Emmet Kennedy, Professor Emeritus of History (retired, 2011)

Professor R. Emmet Kennedy was on the history faculty at GW for 38 years—from the era of Richard Nixon to the administration of Barack Obama or, perhaps more appropriately, from the time of Georges Pompidou to the era of Nicolas Sarkozy.

He came to GW after receiving his Ph.D. degree from Brandeis University. At GW he has done distinguished work as a scholar and as a teacher. He has written acclaimed books such as his Cultural History of the French Revolution that Yale University Press published in 1989, a book that was nominated for the National Book Award and the Pulitzer Prize and appeared on the New York Times Book Review's Editor's Choice List.

His most recent book, Secularism and Its Opponents from Augustine to Solzhenitsyn, not only expresses the broad range of his interests but also has attracted enough notice so that it is available in a Kindle edition.

Emmet's work demonstrates his mastery of cultural, intellectual, and French history on both the printed page and in the classroom.

But most of us know him not as a specialist in French history but as a colleague and a friend. If there is one adjective to describe Emmet, it would be cerebral. He analyzes great books and other primary sources with a cerebral intensity and in that sense he is the very definition of the engaged academic asking big questions. He is also a man of great integrity, who fights for what he believes in and is not afraid to take stands that are contrary to the conventional wisdom. All of this comes in a modest and unassuming package that has made him such a good colleague and friend over the years.

During his career at GW, he has served the department, the College, and the University in numerous capacities. In the department he has served on P&T committees, Search committees, curricular committees, and he was for many years the department's liaison to the library. He served the College in a number of areas as well, most notably the Dean's Council.

He served on the Faculty Senate in 2002-03. He also chaired the Appointment, Salary, and Promotion Policy Committee from 2001 to 2003, having been a member of that committee in 1975-76 and 1980-83; he was on the Educational Policy Committee in 1997-98, the Libraries Committee in 1985-88 and 2000-1, the Honors and Academic Convocations Committee in 1992-3, and on the Research Committee in 2004-5.

Read into the record of the Faculty Senate meeting, September 9, 2011

Tribute prepared by Bill Becker
Professor of History and International Affairs and
Chair of the Department of History

REPORT OF THE EXECUTIVE COMMITTEE

September 9, 2011

Michael S. Castleberry, Chair

LIBRARY TASK FORCE

The request to the Provost for a Library Task Force to conceptualize the role of the University libraries in an increasingly changing technological milieu has been accepted in principle. The Chair of the University Libraries Committee, working with the Chair of the Executive Committee and the University Librarian, are revising the request for the final approval of the Provost and then a Task Force will be established. It is expected that the Task Force will take a year to complete the study.

UNIVERSITY PATENT POLICY

The Committee on Professional Ethics and Academic Freedom is again this year discussing proposed changes to the University's Patent Policy. The Committee has also established a standing committee to look at *Faculty Code* Compliance issues. The Senate will be kept informed of developments in this area.

SENATE STANDING COMMITTEES

Executive Committee liaisons to Senate Standing Committees have now been appointed, and this information will be posted to the Senate website along with the names of faculty members elected to Committees today. We are in the process of distributing Committee charges to Committee Chairs. The Student Association has yet to fill the student liaison positions on Senate Committees. Committee Chairs will be notified when these names are forwarded.

The Executive Committee has appointed Professor Wirtz to serve on the newly-established Identity Management initiative in the Information Technology Division. The Senate will be kept abreast of the work of this group as information is made available to the Executive Committee.

ANNOUNCEMENTS

Professor Gupta, Chair of ASPP, attended a briefing by the Benefits Office of changes in benefits for 2012. He was unable to be here today. So the ASPP meeting report on 2012 benefits is available today and will be included with the minutes of this meeting as well as distributed electronically to Senate members for reference prior to the Open Enrollment sessions in October. Professor Gupta said he viewed the changes positively and expressed the view that the Senate would likely agree.

The University Faculty Assembly is scheduled for Tuesday, October 4, 2011 at 2 p.m. in the Jack Morton Auditorium. As Senate Resolution 11/1 recommending Senate and Executive Committee representation for the School of Nursing has just been adopted by the Senate, it will be forwarded to the Administration immediately. Provided the

Administration agrees, the Assembly will be asked to approve identical language in a Resolution nominated Resolution FA 11/1.

Please urge your fellow members of the Faculty Assembly to attend the meeting on October 4. It is important that we have a quorum to take up the matter of representation for the School of Nursing on the Faculty Senate and the Faculty Senate Executive Committee.

The next meeting of the Executive Committee is scheduled for Friday, September 23rd. Please forward Resolutions or Reports to the Senate Office prior to that date.

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

The Faculty Senate

September 1, 2011

The Faculty Senate will meet on Friday, September 9, 2011 at 2:10 p.m. in the State Room, 1957 E Street, N.W., 7th Floor.

AGENDA

1. Call to order
2. IN MEMORIAM:

Salvatore F. Divita, Professor Emeritus of Marketing (SB)
Herman Hedberg Hobbs, Professor Emeritus of Physics (CCAS)
3. A RESOLUTION TO AMEND THE *FACULTY ORGANIZATION PLAN* WITH REGARD TO THE COMPOSITION OF THE FACULTY SENATE (11/1):
Professor Arthur E. Wilmarth, Jr., Chair, Faculty Senate Committee on Professional Ethics and Academic Freedom (Resolution 11/1 is attached.)
4. Introduction of Resolutions
5. Update on the Parking Transition: Executive Vice President and Treasurer Louis Katz
6. Status of the Human Resources Office During 2011-12: Executive Vice President and Treasurer Louis Katz
7. Response of the Administration to Senate Resolutions for the 2010-11 Session (Response and Resolutions are attached.)
8. General Business
 - a) Nominations for election to Faculty Senate Standing Committees

Appointment, Salary and Promotion Policies: Professors Ravi Achrol, Derek Malone-France, Sylvia Marotta, Moses Schanfield, Eva Cincze, and Wasył Wasyłkiwskyj, Research: Professor Hiromi Ishizawa, Sociology
 - b) Report of the Executive Committee: Michael S. Castleberry, Chair
 - c) Chair's remarks

- d) Annual Reports of Senate Standing Committees: Committee on Professional Ethics and Academic Freedom (The Report is attached.)
- e) Tributes to retiring faculty who have served on the Faculty Senate
- 10. Brief Statements (and Questions)
- 11. Adjournment

Elizabeth A. Amundson

Elizabeth A. Amundson
Secretary

Attachments

**A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN TO
PROVIDE REPRESENTATION FOR THE SCHOOL OF NURSING ON THE
FACULTY SENATE AND THE FACULTY SENATE EXECUTIVE
COMMITTEE (11/1)**

- WHEREAS,** Article III, Section 2(a)(3) of the Faculty Organization Plan currently provides for representation on the Faculty Senate from the following eight Schools: the Columbian College of Arts and Sciences, the Elliott School of International Affairs, the Graduate School of Education and Human Development, the Law School, the School of Business, the School of Engineering and Applied Science, the School of Medicine and Health Sciences, and the School of Public Health and Health Services; and
- WHEREAS,** Article III, Section 5(b) of the Faculty Organization Plan currently provides that the Faculty Senate Executive Committee consists of eight faculty members elected by the Faculty Senate, including one member from each of the foregoing Schools;
- WHEREAS,** the University recently created a new School of Nursing ("SON"), and SON should be assigned representation on the Faculty Senate and the Faculty Senate Executive Committee;
- WHEREAS,** SON is beginning the second year of its operation and is working to achieve compliance with Article I.B.1. of the Faculty Code; and
- WHEREAS,** SON has reported that it currently has 13 tenure-accruing faculty members, representing 72% of the 18 regular, active-status members of its faculty; and
- WHEREAS,** SON currently does not have any non-administrative tenured faculty members who are eligible to serve on the Faculty Senate under Article III, Section 2(a)(3) of the Faculty Organization Plan, but SON expects to have in place one or more non-administrative tenured faculty members who would be eligible to serve on the Faculty Senate beginning with the 2012-2013 session; and
- WHEREAS,** in view of the current stage of SON's development, SON should be assigned one representative on the Faculty Senate and one representative on the Faculty Senate Executive Committee, with such representation to take effect beginning with the 2012-2013 session; **NOW, THEREFORE,**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE
WASHINGTON UNIVERSITY**

- (1) That the first sentence of Article III, Section 2(a)(3) of the Faculty Organization Plan be amended to read as follows, with such amendment to take effect commencing with the 2012-2013 session of the Faculty Senate:

“The faculty members of the Senate shall be elected by and from their faculties as follows: the Columbian College of Arts and Sciences, nine; the Graduate School of Education and Human Development, Law School, School of Business, School of Engineering and Applied Science, and School of Medicine and Health Sciences, three each; the Elliott School of International Affairs and the School of Public Health and Health Services, two each; and the School of Nursing, one.”

- (2) That the first four sentences of Article III, Section 5(b) of the Faculty Organization Plan be amended to read as follows, with such amendment to take effect commencing with the 2012-2013 session of the Faculty Senate:

“The Executive Committee shall consist of nine faculty members of the Senate and the President ex officio. The following nine schools shall have one representative each on the Executive Committee: the Columbian College of Arts and Sciences, the Elliott School of International Affairs, the Graduate School of Education and Human Development, the Law School, the School of Business, the School of Engineering and Applied Science, the School of Medicine and Health Sciences, the School of Nursing, and the School of Public Health and Health Services. Any faculty member of the Senate shall be eligible to be elected to the Executive Committee. The Chairman shall be elected first by the Senate; and the Senate shall thereafter elect the other eight elective members of the Executive Committee, subject to the restriction that the Executive Committee may not include two or more members who have been elected to the Senate by the same school or faculty group.”

- (3) That the President, as Chairman of the Faculty Assembly, is petitioned to place on the agenda of the Faculty Assembly at its meeting on October 4, 2011, the foregoing proposed amendments to the Faculty Organization Plan.
- (4) That, upon approval by the Faculty Assembly, the President is requested to forward the foregoing proposed amendments to the Faculty Organization Plan for final approval by the Board of Trustees as soon as conveniently possible.

Faculty Senate Committee on Professional Ethics and Academic Freedom
August 24, 2011

RESOLUTIONS 2010-11 SESSION

Date of Meeting	Title of Resolution	Action	Response of Administration	
10/1	5-12-10 Special Meeting	A Resolution Presenting Recommendations on the Proposal For a New School of Nursing (10/1)	Adopted May 12, 2010	Forwarded immediately to the Administration; approved by the Board of Trustees May 14, 2010 with decision memorandum (now appended to the Resolution)
10/2	5-15-10	A Resolution on Faculty and Staff Compensation Increases and Compensation Policy (10/2)	Adopted May 14, 2010	The Resolution was discussed with members of the Board's Finance Committee. The Committee concluded that a three percent increase was consistent with prevailing economic and market conditions.
10/3	10-8-10	A Resolution Requesting Additional Information on the Budgetary and Financial Implications of the Proposed Science and Engineering Complex (10/3)	Adopted as amended October 8, 2010	The Administration will provide the requested additional information to the Faculty Senate.
10/4	4-8-11	A Resolution to Clarify the Procedures Governing Awards of Emeritus Status to Retiring Faculty	Adopted April 8, 2011	Forwarded immediately to the Administration. Recommendation accepted; presented to the Board of Trustees Academic Affairs Committee at the May 2011 meeting by Professor Wilmarth. Approved by the Board of Trustees May 13, 2011.

**A RESOLUTION PRESENTING RECOMMENDATIONS ON THE PROPOSAL FOR
A NEW SCHOOL OF NURSING (10/1)**

WHEREAS, a proposal to establish a new School of Nursing was presented to the Faculty Senate on April 13, 2010, and was amended on April 16, 2010;

WHEREAS, Article IX.A of the *Faculty Code* provides that:

“The Faculty Senate or an appropriate committee thereof is entitled to an opportunity to make recommendations on proposals concerning the creation, consolidation, or elimination of schools or other major components of the University.”

WHEREAS, the Faculty Senate Executive Committee appointed the Faculty Senate Special Committee on the Proposed School of Nursing (the “Special Committee”) to review and evaluate the proposal to establish a new School of Nursing;

WHEREAS, the Special Committee prepared a report dated May 3, 2010 (the “Special Committee Report”), a copy of which is attached to this Resolution as Appendix A, which described the Special Committee's evaluation of the proposal and presented the Special Committee's recommendations for further action;

WHEREAS, for the reasons explained in the Special Committee Report, the Special Committee concluded that the proposal presented a persuasive case for the concept of a School of Nursing but did not sufficiently address a number of significant concerns set forth in the Special Committee Report;

WHEREAS, on May 10, 2010, the leadership of the proposed School of Nursing met with the Special Committee and provided additional information in an effort to address the concerns expressed in the Special Committee Report; **NOW,
THEREFORE**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON
UNIVERSITY**

1. That the Faculty Senate supports the establishment of a School of Nursing, conditional upon the following understandings:
 - (a) At least three tenured faculty members who are not academic administrative officials shall be appointed to the faculty of the School of Nursing by August 31, 2011;
 - (b) At least 75% of the regular, active-status faculty of the School of Nursing shall hold tenured or tenure-accruing appointments by August 31, 2014; and
 - (c) By August 31, 2010, the Dean of the School of Nursing shall submit a supplemental memorandum to the Faculty Senate Special Committee on the Proposed School of Nursing, and that memorandum shall address in

sufficient detail the remaining concerns specified in the Special Committee Report dated May 3, 2010; attached to this Resolution as Appendix A.

2. That the Faculty Senate's support for the School of Nursing expressed in this Resolution is contingent upon final approval of the amendment to the asterisked footnote on page 18 of the Faculty Code proposed in Resolution 09/3, adopted by the Faculty Senate on March 12, 2010, so that said footnote will not apply to the School of Nursing.

Special Committee on the Proposed School of Nursing

Professor Edward J. Cherian, Chair
Professor Brian L. Biles
Professor Gary L. Simon
Professor Arthur E. Wilmarth, Jr.
Professor Philip W. Wirtz

May 10, 2010

Adopted May 12, 2010

APPENDIX A

The George Washington University Faculty Senate

Report of the Special Senate Committee Regarding the Proposed School of Nursing

May 3, 2010

To: Michael S. Castleberry, Chair
Faculty Senate Executive Committee

Re: Review of the Proposal for a School of Nursing

The April 13, 2010 proposal for a School of Nursing (as amended by 3 pages and supplemental information received on April 16, 2010) has been reviewed on an expedited basis by the members of the Special Committee, working both independently and in two meetings during the past 14 business days.

The proposal contains a great deal of information which responds to that requested in Appendix A of the Senate Resolution of April 9 concerning the proposed School of Nursing. The proposal presents a persuasive case for the concept of a School of Nursing. However the Special Committee has identified several major concerns that have not been sufficiently addressed in order to ensure the successful formation and operation of an independent School of Nursing outside the School of Medicine and Health Sciences.

- 1) The proposed School of Nursing should have a core of tenured faculty (in addition to the Dean and Senior Associate Dean) in order to have the requisite academic stature to be able to attract additional highly qualified faculty, to perform faculty appointment, promotion and tenure (APT) functions and decisions, and to establish Faculty Senate representation.
- 2) The School of Nursing should be in full compliance with the University's Faculty Code including compliance with the following requirements:
 - at least 75% of the School's regular active-status faculty must be tenured or tenure-track faculty;
 - APT committee composition, independence and process;
 - search committee composition and process for searches for faculty and academic administrators;
 - curriculum development process.
- 3) The standards for student admissions to the various degree programs should be consistent with other GW established programs, and clearly specified.
- 4) The proposed School's stated goal of achieving top 25 academic status (US News and World Report) should be fully described and the academic rigor and standards in

APPENDIX A

admission, instruction and degree qualifications for students should be specified. In addition aspiration schools and competitive schools should be identified.

- 5) The School should be a financially self-sustaining unit, including costs of admissions, fiscal management, instructional design, student services, learning systems & support, and career development and placement. The School should be able to fully cover its direct costs and also to make substantial indirect cost contributions toward the University's overhead. Funding sources to accomplish this requirement of financial independence should be fully identified including; endowment, tuition, University contributions, donor contributions and other sources. Proposed scholarships and tuition discount rates should be specified and data (including market studies) to support projected enrollments should be provided.
- 6) The proposed School plans to occupy space at the Virginia Science and Technology Campus (STC) for some 55% of their space needs and the Foggy Bottom campus for 45% of their space needs. Enrollment, faculty and staff head count growth proposed for the School at the Foggy Bottom campus would place added strain on the University's ability to comply with the DC BZA order limits, and should be justified as being consistent with the University's overall campus development plan. Development and future growth of the proposed School should be primarily directed at the Virginia STC.
- 7) A senior Board of Advisors, totally independent of business connections with the leadership of the Department of Nursing and the Medical Center, is a necessary asset for successful School formation.
- 8) Letters of intent from INOVA Fairfax Hospital System and from other partner hospitals indicating their intent to participate with the School for student rotations and clinical experiences are needed in order to demonstrate the viability of the proposed School's instructional and business plans.
- 9) The proposal for the School of Nursing identifies a potential governance conflict in the duality of the Medical Center Faculty Senate and the University Faculty Senate. It is essential that this conflict be resolved and the proposed School of Nursing should affirm that it participates in shared governance of the University through the University Faculty Senate.

The formation of an independent School of Nursing operating outside the School of Medicine and Health Sciences should be predicated and conditioned upon achievement of the following benchmarks related to the above concerns:

- 1) A minimum of three tenured professors (exclusive of the Dean and Senior Associate Dean) should be part of the regular active status faculty of the School.

APPENDIX A

- 2) The School's faculty composition, APT criteria and process, search committee composition and process for academic administrators, and curriculum development process should be in full compliance with the University Faculty Code.
- 3) Detailed descriptions of student admissions standards should be available for review.
- 4) A detailed plan, including timeline, for achieving the School's stated goal of top 25 academic status (US News & World Report), describing aspiration and competitive schools, should be available for review.
- 5) The School should demonstrate its financial independence (including its ability to cover all direct costs of essential School functions and to make substantial indirect cost contributions toward the University overhead) based on sources of revenue and funding details in its financial and operational plans; if the School cannot yet achieve full financial independence, its financial and operating plans should describe in detail the amounts, sources and duration of needed University subsidies until full financial independence is achieved and a credible timeline for achieving such independence.
- 6) The essential primary functions of the school including faculty, staff and students should be established at the Virginia STC and any proposal to locate School programs at the Foggy Bottom campus must demonstrate compliance with the University's campus plan and DC BZA limits on faculty, student and staff headcounts.
- 7) Activation of a fully independent Board of Advisors.
- 8) Receipt of letter(s) of intent from INOVA Fairfax Hospital System and other partner hospitals, indicating their commitment to participate with the School for student rotations and clinical experiences.
- 9) Resolution of the potential conflict in governance by affirming that the School participates in shared governance through the University Faculty Senate.

Until all of the foregoing benchmarks are satisfied as determined by a subsequent review by the Faculty Senate, the Special Committee recommends that the proposed School of Nursing should operate as a school within the School of Medicine and Health Sciences.

Edward J. Cherian, Chair

Committee Members:

Brian Biles,
Gary Simon
Arthur Wilmarth
Philip Wirtz

**A RESOLUTION ON FACULTY AND STAFF COMPENSATION INCREASES AND
COMPENSATION POLICY (10/2)**

WHEREAS, due to prudent and sound financial decisions, the University is in a strong financial position, as evidenced by the accumulation of reserves in excess of \$250 million and excellent credit ratings from S&P and Moody's; and

WHEREAS, the University administration and the Board of Trustees have noted that the current relative financial strength of the University presents an opportunity for The George Washington University to improve its position relative to that of other market-basket schools; and

WHEREAS, for Fiscal Year 2010 the University administration and the Board of Trustees were able to continue the past policy of providing for a 4% merit salary pool for faculty and staff while maintaining a balanced budget, and

WHEREAS, the quality of education and life at the University is inextricably linked to the quality of the faculty and staff which form its core, and compensation policy is crucial to maintaining that quality, and allowing the University to improve its ability to continue to compete for the best available faculty and staff; and

WHEREAS, the Board of Trustees is in the process of developing the University budget for Fiscal Year 2010-2011; and

WHEREAS, current budget projections indicate that the University's financial position for Fiscal Year 2011 will continue to be strong, **NOW, THEREFORE,**

**BE IT RESOLVED BY THE FACULTY SENATE OF
THE GEORGE WASHINGTON UNIVERSITY**

1. That the Faculty Senate commends the University administration and the Board of Trustees for the decision to continue the past policy of providing for a 4% merit pool in the budget for Fiscal Year 2010; and
2. that the Faculty Senate strongly urges the University administration and the Board of Trustees to stay the course by providing for a 4% merit pool in the budget for Fiscal Year 2011, subject to the University continuing to maintain its strong current financial position.

Committee on Fiscal Planning and Budgeting

April 20, 2010

Adopted May 14, 2010

Background Statement on the Faculty Senate Resolution 10/2 on Faculty Compensation Increases and Compensation Policy

The quality of faculty and staff is an essential ingredient in the University's aspiration to move to the next level among institutions of higher education. It is laudable that the Board of Trustees and Administration decided to continue the recent policy of providing for a 4% faculty and staff merit pool for 2010. There are, however, indications that consideration is being given to providing for a merit pool of 3% instead of 4% in the next university budget. Possible reasons for doing so might include: (1) Many other colleges and universities have either frozen salaries, or reduced them so that the higher annual increase of 4% is not needed to keep the University competitive; and (2) it is prudent in uncertain financial times for the University to budget for more modest increases in faculty and staff compensation.

The counter arguments for "staying the course" as recommended in the resolution are as follows.

1. It is certainly true that many other universities have had to freeze or reduce faculty and staff compensation for financial reasons. At such institutions, these actions have also been accompanied by austerity in other areas, such as plans for expansion of programs, construction of new buildings, etc. However, as the Resolution notes, thanks to prudent financial management, The George Washington University does not find itself in such circumstances. Indeed the Administration has stated several times that the current relatively strong financial position of the University offers a somewhat unique opportunity for the University to move forward relative to its competition.

This argument applies to faculty and staff salaries as well to other parts of the University budget. In commenting on GWU faculty salaries relative to its market basket the Middle States Accreditation report (Chapter 4) notes that while considerable progress has been made in improving average faculty compensation at the University compared to other similar universities nationally, progress has been considerably slower in making the University truly competitive compared with its market basket

In a fiercely competitive environment, one must be willing to do all one can, and more, to come out on top. It is not clear that GW is in fact doing all it can and more or that it is progressing more rapidly than its competition.

The attached spreadsheet of GWU faculty salaries compared with its market basket shows that in 2010, some improvement was achieved as a result of GWU providing for a 4% merit pool compared with raises offered at other market-basket institutions; but there was clearly room to do even better. The third panel of the spreadsheet shows what might happen if (a) GWU were to stay the course for 2011, and (b) the market basket schools behaved in 2011 as they did in 2010. This simple back-of-the-envelope exercise shows that there would be continued improvement in the University's competitive standing, and hence its ability to compete for the very best faculty.

2. Concern about the financial capacity of the University to stay the course is of course always relevant. The Resolution provides for this concern in the resolving clause. What is known at this point is that the University's financial performance for fiscal year 2009-2010 was extremely positive, and preliminary indications are that enrollments (a key variable) for 2010-2011 remain strong.

Submitted: May 7, 2010

Joseph Cordes

Chair, Faculty Senate Committee on Fiscal Planning and Budgeting

**AAUP Faculty Average Salaries GWU vs. BWU Market Basket Schools
2008-2009, 2009-2010, and Projected 2010-2011**

	AAUP 2009-2010			AAUP 2008-2009			Percent Chng. 2009/10 vs.2008/09			"Projected Avg. AAUP Salaries for 2010-2011"***		
	Full	Associate	Asst	Full	Associate	Asst	Full	Associate	Asst	Full	Associate	Asst
American University	\$146.5	\$96.4	\$67.2	\$142.9	\$92.6	\$67.6	2.5%	4.1%	-0.6%	\$150.2	\$100.4	\$66.8
Boston University	\$140.6	\$95.5	\$82.1	\$135.7	\$91.2	\$76.4	3.6%	4.7%	7.5%	\$145.7	\$100.0	\$88.2
Duke	\$160.8	\$102.6	\$89.8	\$161.2	\$107.3	\$89.5	-0.2%	-4.4%	0.3%	\$160.4	\$98.1	\$90.1
Emory University	\$154.8	\$99.4	\$83.4	\$153.4	\$100.5	\$84.1	0.9%	-1.1%	-0.8%	\$156.2	\$98.3	\$82.7
George Washington University	\$142.9	\$98.6	\$81.0	\$134.7	\$97.0	\$78.7	6.1%	1.6%	2.9%	\$151.6	\$100.2	\$83.4
Georgetown University	\$155.5	\$100.7	\$83.6	\$155.9	\$101.0	\$80.5	-0.3%	-0.3%	3.9%	\$155.1	\$100.4	\$86.8
New York University	\$171.1	\$101.5	\$92.7	\$170.7	\$103.7	\$93.5	0.2%	-2.1%	-0.9%	\$171.5	\$99.3	\$91.9
Northwestern University	\$166.3	\$106.9	\$95.3	\$161.8	\$105.3	\$93.5	2.8%	1.5%	1.9%	\$170.9	\$108.5	\$97.1
Southern Methodist University	\$133.4	\$89.9	\$84.4	\$127.5	\$88.8	\$84.2	4.6%	1.2%	0.2%	\$139.6	\$91.0	\$84.6
Tufts University	\$127.2	\$95.3	\$75.7	\$128.0	\$95.3	\$75.8	-0.6%	0.0%	-0.1%	\$126.4	\$95.3	\$75.6
Tulane University	\$128.0	\$84.0	\$67.8	\$125.9	\$83.4	\$65.2	1.7%	0.7%	4.0%	\$130.1	\$84.6	\$70.5
University of Miami	\$132.5	\$86.9	\$79.1	\$132.8	\$86.2	\$79.5	-0.2%	0.8%	-0.5%	\$132.2	\$87.6	\$78.7
University of Southern California	\$145.8	\$98.6	\$89.6	\$145.0	\$95.8	\$86.7	0.6%	2.9%	3.3%	\$146.6	\$101.5	\$92.6
Vanderbilt University	\$145.1	\$93.1	\$73.1	\$145.9	\$93.5	\$72.5	-0.5%	-0.4%	0.8%	\$144.3	\$92.7	\$73.7
Washington University	\$160.7	\$97.1	\$85.4	\$159.3	\$96.5	\$85.0	0.9%	0.6%	0.5%	\$162.1	\$97.7	\$85.8
Market Basket Median	\$145.8	\$97.1	\$83.4	\$145.0	\$95.8	\$80.5	0.9%	0.7%	0.5%	\$150.2	\$98.3	\$84.6
GWU Ranking	10	6	10	11	6	10	1	4	5	7	5	9

Projected average AAUP salary for 2010-2011 arrived at by applying the percentage changes in average salaries for 2010 to the AAUP averages for 2010

**A RESOLUTION TO REQUEST ~~REQUESTING~~ ADDITIONAL INFORMATION
ON THE BUDGETARY AND FINANCIAL IMPLICATIONS OF
THE PROPOSED SCIENCE AND ENGINEERING COMPLEX (10/3)**

WHEREAS, the Administration has announced plans to build a Science and Engineering Complex ("SEC") building, which is expected to include offices, classrooms and laboratory space for the School of Engineering and Applied Sciences and the science departments of the Columbian College of Arts and Sciences, with a gross capacity of 480,000 square feet and a projected initial construction cost of \$275 million; and

WHEREAS, the description initially provided by the Administration with respect to the projected initial construction cost of the SEC building does not include: (1) the complete costs of construction, including costs associated with replacing the parking that is currently located on the site of the proposed SEC; (2) the future costs of "building out" unfinished floors, and (3) annual costs of operating and staffing the SEC; and

WHEREAS, the sources of funding for the SEC building have recently been described to the Faculty Senate in a letter from Provost Lerman and Executive Vice President and Treasurer Katz to the Faculty Senate as:

- (1) The annual endowment payout from the Square 54 ground lease of \$9 million per year to support debt service payments of approximately \$150 million;
- (2) Additional support from a combination of:
 - (a) Fundraising for philanthropic contributions of up to \$100 million; and
 - (b) Additional research activity that will produce new Federal funded project indirect cost recoveries of \$9 million per year that will support debt-service payments for debt of nearly \$150 million; and

WHEREAS, the projected \$100 million of philanthropic contributions represents a larger sum than the University has ever raised in contributions dedicated to a specific building in the past; and

WHEREAS, the sources of additional debt-service related indirect cost recoveries of \$9 million per year would require an increase in Federally funded research of over \$30 million per year and would require 60 or more new senior faculty researchers, more than the University has ever recruited for a single academic area; and

WHEREAS, the Administration and the University's faculty have articulated specific ambitious goals, as described in the University Strategic Plan and the report to the Middle States Accrediting Commission, to increase the scope and quality of education and faculty in many Schools and departments of the University in addition to engineering and science, and the initiatives to achieve those goals will require new support of millions of dollars a year; and

WHEREAS, Article IX.A of the *Faculty Code* provides that:

“The regular, active-status faculty shares with the officers of administration the responsibility for effective operation of the departments and schools and the University as a whole.

“In the exercise of this responsibility, the regular, active-status faculty . . . participates in the formulation of policy and planning decisions affecting the quality of education and life at the University. . . .”; and

WHEREAS, Article IX.B of the *Faculty Code* further provides that:

“The faculty cannot perform an effective and responsible role in University decision making without the cooperation of the administrative officers of the University. This cooperation includes the provision of such information as is necessary to the development of sound, well-informed recommendations.

“Faculty bodies charged with responsibilities for particular policy and planning areas are entitled, to the extent feasible, to be informed sufficiently in advance of important decisions within their areas of competence to be able to provide their advice or recommendations to the appropriate University officials.”; and

WHEREAS, Article III, Section 1 of the *Faculty Organization Plan* provides that:

“The Faculty Senate, on behalf of the Faculty, shall, with respect to matters that are of concern to more than one college, school, or division, or to the Faculty:

- (1) Formulate principles and objectives and find facts, so as to recommend policies to the President; . . .
- (2) [O]n its own initiative – consider any matters of concern or interest to more than one college, school, or division, or to the Faculty, and make its recommendations or otherwise express its opinion with respect thereto, to the Assembly, the President, or through the President to the Board of Trustees. . . .”; and

WHEREAS, the Administration has informed the Faculty Senate that it intends to request final approval for the construction of the SEC building from the Board of Trustees in October 2010;

NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That, if there is a University commitment to construct the SEC building, the Administration provide for continued, frequent, regularly scheduled reports to the Faculty Senate and meetings with a Special Committee of the Senate on the financial and budgetary impact of the SEC building including:

- (1) The direct costs of construction, as well as related costs associated with furnishing, operating and staffing the SEC building, together with the replacement costs of parking facilities;
- (2) The status of fundraising for philanthropic contributions to meet the goal of \$100 million; and
- (3) The status of additional Federally funded research activity that will produce new debt-service related cost recoveries of \$9 million per year; and
- (4) Any other options or plans under consideration to finance the direct and related costs of the SEC building.
- (5) A risk and contingency analysis for funding the construction and operating costs of the SEC building, including an explanation in detail of how potential future shortfalls in sponsored research revenue or philanthropic contributions or potential increases in costs will be funded.

Faculty Senate Committee on Fiscal Planning and Budgeting
September 28, 2010

Adopted as amended, October 8, 2010

**A RESOLUTION TO CLARIFY THE PROCEDURES GOVERNING AWARDS
OF EMERITUS STATUS TO RETIRING FACULTY (10/4)**

- WHEREAS,** the first sentence of Article VII.B. of the *Faculty Code* provides: "A member of the faculty with long and distinguished service to the University may, upon retirement, be awarded emeritus status"; and
- WHEREAS,** the second sentence of Article VII.B. provides: "Emeritus status is recommended by the regular, active-status members of the faculty concerned and, with the concurrence of the administration, is awarded by the Board of Trustees"; and
- WHEREAS,** Article VII.B. does not specify the procedures governing the presentation and consideration of faculty recommendations for awards of emeritus status; and
- WHEREAS,** faculty recommendations for awards of emeritus status have customarily been presented and considered in accordance with procedures followed in the relevant school(s) and/or department(s) for faculty appointments; and
- WHEREAS,** such recommendations, when accompanied by evidence of the recipients' long and distinguished service to the University, have typically been concurred in by the Administration and approved by the Board of Trustees; and
- WHEREAS,** the Faculty Senate and the Administration agree that the procedures governing the presentation and consideration of faculty recommendations for awards of emeritus status should be clarified;
- WHEREAS,** the Faculty Senate and the Administration also agree that future faculty recommendations for awards of emeritus status should be presented and considered in accordance with the procedures set forth in Part B of the *Procedures for the Implementation of the Faculty Code* governing recommendations for faculty appointments; **NOW THEREFORE**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE
WASHINGTON UNIVERSITY:**

That the *Faculty Code* be amended by inserting the following new sentences after the second sentence of Article VII.B. thereof:

"Each faculty recommendation for an award of emeritus status shall be accompanied by evidence of the recipient's long and distinguished service to the University. Each such recommendation shall be presented and considered in accordance with the procedures set forth in Part B of the *Procedures for the Implementation of the Faculty Code* governing faculty recommendations for appointments."

Faculty Senate Committee on Professional Ethics and Academic Freedom
March 28, 2011
Adopted April 8, 2011

**ANNUAL REPORT OF THE FACULTY SENATE COMMITTEE ON
PROFESSIONAL ETHICS AND ACADEMIC FREEDOM
2010-2011**

The Faculty Senate Committee on Professional Ethics and Academic Freedom ("PEAF") held three meetings during the 2010-2011 academic year. Following is a summary of the Committee's activities during the year:

1. At the request of the Faculty Senate Executive Committee, the PEAFF Committee reviewed the question of whether the *Faculty Code* should be amended to clarify the applicable procedures for resolving administrative nonconcurrences with faculty recommendations for awards of emeritus status to retiring faculty members. Article VII.B. of the *Faculty Code* provides that each faculty recommendation for an award of emeritus status must receive the Administration's concurrence in order to be forwarded to the University's Board of Trustees for final action. However, Article VII.B. currently does not specify the procedures to be followed in resolving administrative nonconcurrences with such faculty recommendations. The PEAFF Committee determined that such nonconcurrences should be resolved in accordance with the procedures applicable to administrative nonconcurrences with faculty recommendations for appointments under Part B of the *Procedures for the Implementation of the Faculty Code* (pages 18-19). On March 28, 2011, the PEAFF Committee approved a proposed Resolution to amend Article VII.B. of the *Faculty Code* by adding the appropriate clarifying language. The Faculty Senate adopted the PEAFF Committee's proposal as Faculty Senate Resolution 10/4 on April 8, and the Board of Trustees subsequently approved Resolution 10/8 on May 13.
2. On May 5, the PEAFF Committee appointed a Subcommittee on *Faculty Code* Compliance. This Subcommittee will assume responsibility for the work of the Joint Ad Hoc Subcommittee of the PEAFF and Physical Facilities Committees, which previously addressed *Faculty Code* compliance issues at the School of Public Health and Health Sciences (SPHHS) and the new School of Nursing (SON). The PEAFF Committee appointed the following persons to serve renewable one-year terms as members of the new Subcommittee on *Faculty Code* Compliance: Professor Edward Cherian, Chair, and Professors Kimberly Acquaviva, Brian Biles, Gary Simon, Arthur Wilmarth and Philip Wirtz.
3. On May 5, the PEAFF Committee directed the Chair to prepare a resolution for consideration by the Committee before the end of August. The planned resolution will propose an amendment to the *Faculty Organization Plan* to provide for the election of one Senator to represent SON in the Faculty Senate and on the Faculty

Senate Executive Committee. The planned resolution, if approved by the Faculty Senate, the Faculty Assembly and the University's Board of Trustees, would take effect on May 1, 2012, the commencement of the Faculty Senate's 2012-2013 session.

4. During our meetings this year, the PEAFF Committee discussed broader issues concerning the representation of the various Schools in the Faculty Senate, particularly in light of the anticipated replacement of the existing Medical Center with three independent Schools (the School of Medicine and Health Sciences, SON and SPHHS) that will report directly to the Provost. The PEAFF Committee did not attempt to reach a consensus regarding possible changes in the allocation of Senators among the various Schools in the University. At its meeting on May 5, the PEAFF Committee recommended that the Faculty Senate Executive Committee should appoint a special ad hoc committee with members from the various Schools to address representation issues in the Faculty Senate. Professors Kimberly Acquaviva, Charles Garris and Richard Windsor volunteered to serve on such a committee.
5. During our meetings this year, the PEAFF Committee reviewed the procedures followed in recent dean searches in several Schools and determined that such procedures are not consistent with the existing language of Part C.2.b. of the *Procedures for the Implementation of the Faculty Code* (pages 20-21) and the guidelines for dean searches set forth in Resolution 90/9 adopted by the Faculty Senate on December 14, 1990. At its meeting on May 5, the Committee agreed on basic principles for dean searches and directed the Chair to prepare a proposed resolution for consideration by the Committee in the early fall. The contemplated resolution will propose an amendment to the *Code Procedures* to embody the basic principles agreed upon by the Committee. Professor Garris will prepare a committee report to accompany the resolution. The committee report will describe the dean search procedures approved by the faculty of the School of Engineering and Applied Science, which are consistent with the principles agreed upon by the Committee.

Respectfully submitted,

Arthur E. Wilmarth, Jr., Chair

May 16, 2011

cc: Professor Michael Castleberry (Chair, Faculty Senate Executive Committee)
Members of the PEAFF Committee
Ms. L. Sue Campbell, Faculty Senate Coordinator